

TABLE OF CONTENTS

Introduction

Transmittal Letter to Mayor and Council

Analysis & Graphics

Adopted Revenue FY 2003-2004	1
Summary of Revenues	3
Expenditures by Class	5
Expenditures by Department	7

General Fund

Revenue Comparison	11
Mayor and Council	13
City Manager	17
City Clerk	21
City Attorney	25
Human Resources	29
Finance Department	33
Planning Department	37
Police Department	41
Building & Zoning Department	45
Senior Center	49
Public Works - Administration	53
Public Works - Streets & Sidewalk Division	56
Public Works - Public Properties	58
Public Works - Building Maintenance	60
Public Works - Fleet Maintenance	62
Recreation - Administration	63
Recreation - Pool	66
Recreation - Tennis	68
Recreation - Maintenance	70
Non-Departmental	73

Special Revenue Fund

Road and Transportation Fund	79
Senior Center Fund	81
Law Enforcement Trust Fund	82
Community Policing Office	83

Enterprise Funds

Water Operations	88
Sewer Operations	90
Sanitation Operations	92
Stormwater Operations	94
Golf Course	97

Hurricane Fund

Hurricane Fund	103
----------------	-----

Grant Fund

Grant Fund	107
------------	-----

Debt Service Fund

G.O. Bonds	110
Revenue Bonds	112

Appendix

Glossary	117
----------	-----

OFFICE OF CITY MANAGER
201 WESTWARD DRIVE
MIAMI SPRINGS, FL 33166



City of
MIAMI SPRINGS
Florida

TELEPHONE
(305) 805-5010
FAX:
(305) 805-5040

Mayor Billy Bain and Members
Of the City Council
City of Miami Springs
201 Westward Drive
Miami Springs, Florida 33166

**RE: PROPOSED FY 2003-2004
OPERATING BUDGET**

Dear Mayor Bain and City Council Members:

Under the provisions of Chapter 200.165 Florida Statutes and Article IX, Section 9.01(2)(a)-(e) of City Charter, I herein submit the Adopted Operating Budget for the General Fund, Debt Service, Special Revenue, Enterprise Funds for the Fiscal Year beginning October 1, 2003 and ending September 30, 2004.

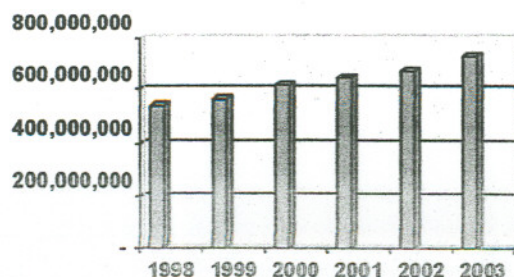
MILLAGE RATE AND FUNDING

The Miami-Dade County Property Appraiser has certified to the City that the Current Year Adjusted Taxable Value of all Real and Personal Property in the City is \$728,745,939 (subject to appeals), up 8.66% over last year's Final Gross Taxable Value of \$670,674,067. It is against this figure that all taxing authorities (cities, county, school board, etc.) levy their millage, which results in the total tax bill for each property owner. In the past, the City's levy has accounted for about 25-30% of that tax bill. It should also be noted that the Ad Valorem Tax is used only to fund a part of the General Fund. This year that amount will fund approximately 56.1% of the total General Fund budget.

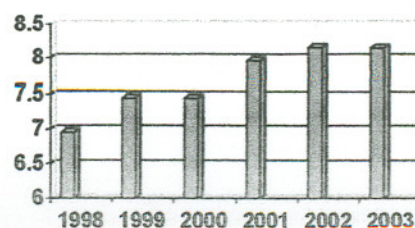
The Fiscal Year 2002-2003 Millage Rate was 8.15 mils. Council approved a millage rate of 8.1436 to fund the Fiscal Year 2003-2004, a decrease of .0064 mils. This rate will generate approximately \$5,637,885 for the General Fund, which basically covers only the Police Department Budget with a little left over.

The following graphs illustrate the assessed value and the millage rate each year.

Assessed Value



Millage Rate



The following example illustrates the changes in the Ad Valorem Tax paid by a property owner under the adopted rate.

Assessed Property Values	\$100,000	\$125,000	\$150,000	\$200,000
LESS: Homestead Exemption	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>
Taxable Value	\$ 75,000	\$100,000	\$125,000	\$175,000

	Millage Rate				
Adopted	8.1436	\$610.77	\$814.36	\$1,017.95	\$1,425.13

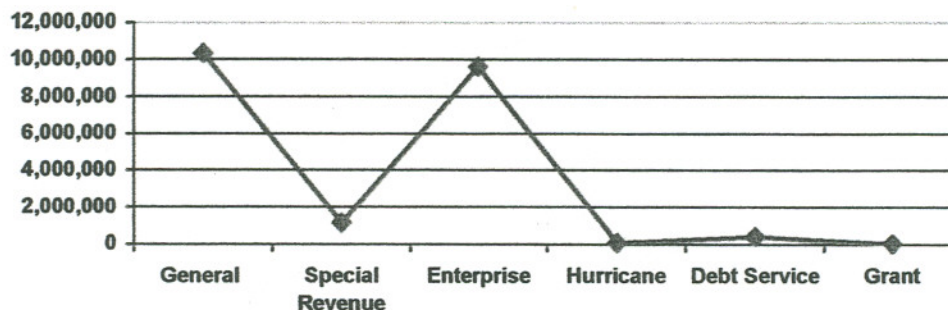
GENERAL OBLIGATION (G.O.) BOND ISSUE DEBT SERVICE LEVY

The City is also required to adopt a mandatory debt service millage levy of .543 mills to meet the City's financial obligation on the Golf & Country Club General Obligation Bonds, authorized by the electorate, of which \$395,709 represents the City's FY 2003-2004 principal and interested payment on these bonds. Other expenses include paying agent fees and regulatory agency fees. The millage is a mandatory millage and cannot be lowered due to the regulations and covenants associated with G.O. Bonds.

ADOPTED BUDGETS FOR VARIOUS FUNDS

Below are the various funds comprising the City's multi-faceted budget, delineating the anticipated revenue and expenditure levels:

Funds	Revenues	Expenditures
General Fund	\$10,332,132	\$10,332,132
Special Revenue Funds	1,152,262	1,152,262
Enterprise Funds	9,632,687	9,632,687
Hurricane Fund	70,000	70,000
Debt Service Fund	395,709	395,709
Grant Fund	<u>16,530</u>	<u>16,530</u>
Total All Funds	\$21,599,320	\$21,599,320



BUDGETARY COMMENTS

OVERVIEW OF HIGHLIGHTS

The following overview represents the changes over the next fiscal year that may have a major financial impact on the City and budget.

GENERAL

- All employees received a 2% COLA increase effective October 1, 2003.
- \$150,000 has been designated to subsidize the Golf & Country Club operations in FY 2003-2004.

HEALTH INSURANCE

- Effective November 1, 2003, Aetna Health, Inc is the City's new Health Care Provider. The premiums are down significantly from FY 2002-2003 so the City was able to give a 2% COLA increase to all employees.

WATER / SEWER FUND

Staff is in the process of analyzing the cost effectiveness of transferring ownership of the water distribution system to Miami-Dade Water and Sewer Department (WASAD). Initial communications with WASAD have been positive.

The City Administration has developed a plan to determine the following factors:

- The effect of WASA rates on the residents and commercial customers.
- The change in customer service provided by Miami Springs and WASA.
- The long range cost benefit of turning the utility over to WASA.
 - The Water and Sewer Funds contribute a management fee of \$350,000 per year to augment the General Fund. It is important that we analyze the impact of the loss of this management fee to the General Fund in terms of increasing taxes.
 - We also need to examine the impact from the loss of cash flow from the fees that we receive from this fund.

VEHICLE REPLACEMENT

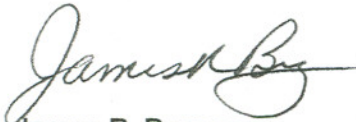
- Cost of funding replacement vehicles is \$266,410.
- Funded in this budget are:
 - Five (5) police cars; \$188,410
 - Pick-up truck – Water Fund; \$27,500
 - Pickup Truck for Public Works – Public Properties Division; \$23,500
 - Pickup Truck for Public Works – Fleet Division; \$26,700

ACKNOWLEDGMENTS

I wish to acknowledge our Finance Director, Charles Marshall, who worked countless hours preparing and overseeing the preparation of the fiscal year 2003-2004 budget document. He has continued to improve the operations of the Finance Department and has expended an inordinate amount of time and effort working with the Golf and Country Club personnel to ensure proper and accurate reporting. He continues to demonstrate excellent cash management skills so that we do not have to borrow temporary funds to operate the City in cash poor months. Our continued goal is to build up our reserve cash balances.

I also want to acknowledge and thank my department heads who provided fair and reasonable budget requests while still assuring a consistent level of service to our residents. Most importantly, I wish to acknowledge my appreciation to Council for its continued diligence in assuring the highest levels of service at a fair cost to our residents.

Respectively Submitted,

A handwritten signature in cursive script, appearing to read "James R. Borgmann".

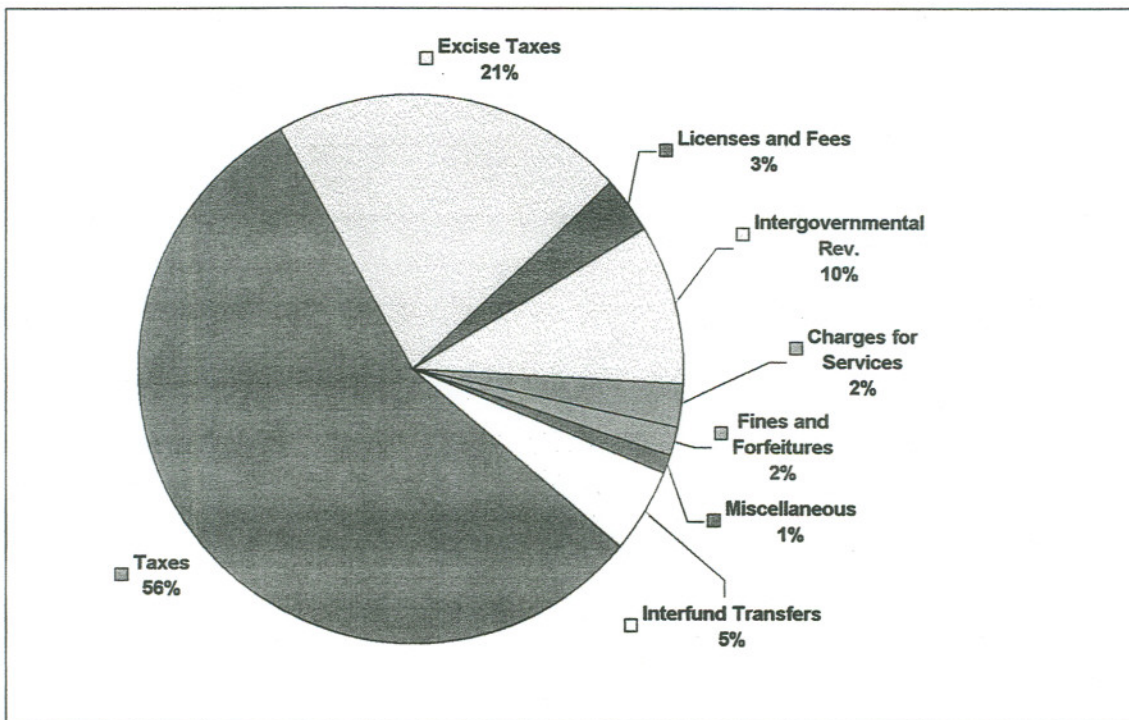
James R. Borgmann
City Manager

**City of Miami Springs
Adopted Revenue FY 2003-2004
All Funds**

GENERAL FUND	\$ 10,332,132
SPECIAL REVENUE FUNDS	
Senior Center	302,946
Law Enforcement Trust Fund	189,516
Road & Transportation Fund	740,000
Total Special Revenue Funds	\$ 1,232,462
ENTERPRISE FUND	
Water Fund	
Water Fees-Inside City	1,255,872
Water Fees-Outside City	210,000
Tapping Fees	2,500
Penalties	15,000
Total Water Fund	\$ 1,483,372
Sewer Fund	
Miami Springs	3,998,640
Virginia Gardens	225,000
Sewer Connections	15,000
Total Sewer Fund	\$ 4,238,640
Sanitation Fund	
Residential	1,394,334
Recycling	150,000
Penalties	26,500
Bulk Collection Fees	25,000
Total Sanitation Fund	\$ 1,595,834
Stormwater Fund	
Residential Class I	198,848
Industrial/Commercial Class II	23,500
Greenspace Class III	24,000
Other Charges	3,500
Penalties	1,000
Total Stormwater Fund	\$ 250,848
Miami Springs Golf & Country Club	
Golf	1,109,487
Food & Beverage	804,506
Transfer From General Fund	150,000
Total MS Golf & Country Club	\$ 2,063,993
Hurricane Fund	
Transfer From General Fund	\$ 70,000
Grant Fund	\$ 16,530
Debt Service Fund-G.O. Bonds	\$ 395,709
Total All Funds	\$ 21,679,520

**City of Miami Springs
Summary of Revenues**

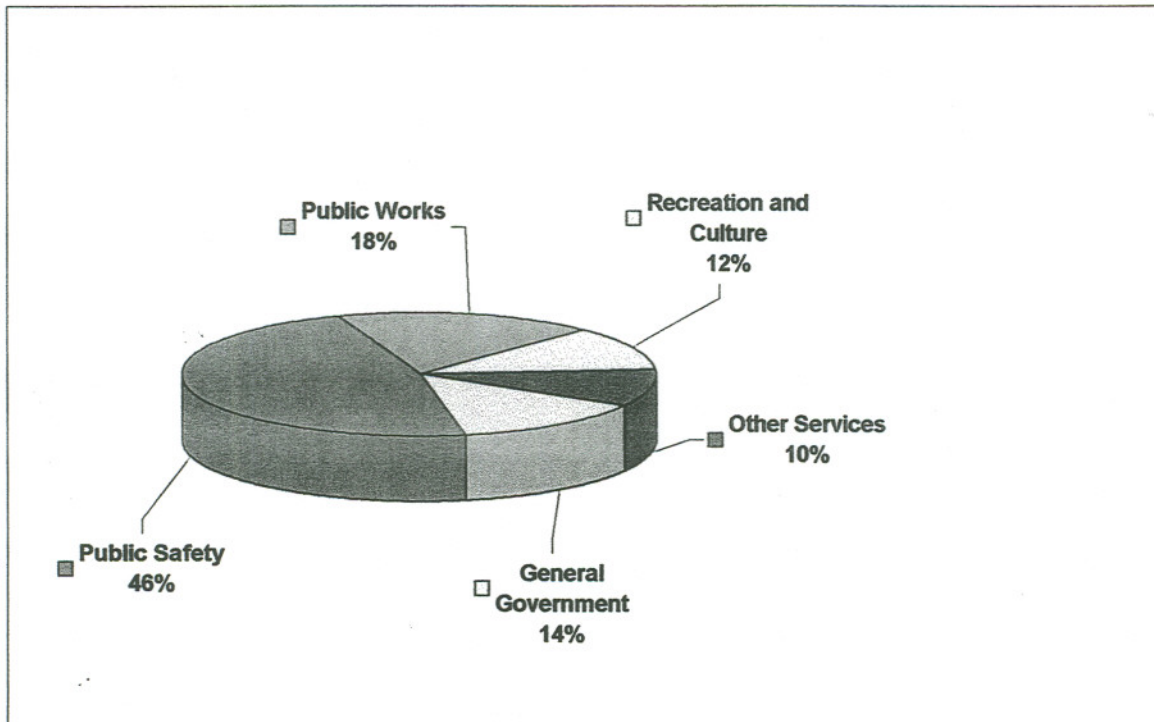
REVENUES	FY 01-02 Actual	FY 02-03 Amended	FY 03-04 Dept.	FY 03-04 Adm. Rec.	FY 03-04 Adopted
Fund Balance (Prior Year Revenue)		306,420			
Taxes	4,895,579	5,227,695	6,023,470	6,023,470	5,672,885
Excise Taxes	2,207,207	1,880,000	2,150,000	2,150,000	2,230,000
Licenses and Fees	411,290	346,805	338,900	338,900	338,900
Intergovernmental Revenues	1,116,831	1,092,857	1,065,751	1,065,751	985,819
Charges for Services	253,104	213,400	189,789	189,789	189,721
Fines and Forfeitures	236,873	190,000	189,500	189,500	189,500
Miscellaneous	135,267	93,550	300,307	300,307	300,307
Interfund Transfers	425,000	425,000	425,000	425,000	425,000
Total Revenue	\$ 9,681,151	\$ 9,775,727	\$ 10,682,717	\$ 10,682,717	\$ 10,332,132



City of Miami Springs Expenditures by Class

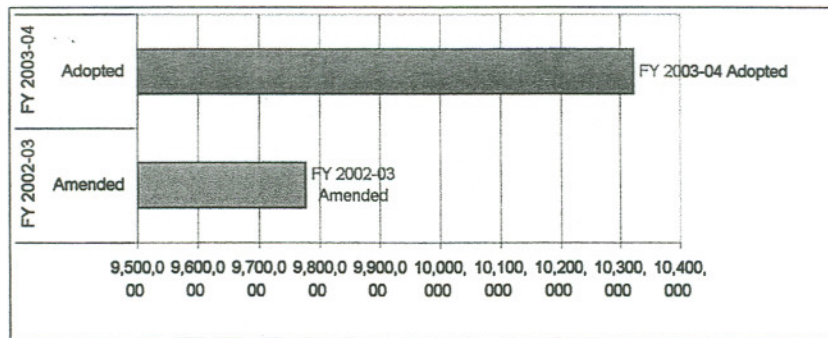
FY 2003-2004
Proposed
Budget

General Government	1,395,739
Public Safety	4,907,610
Public Works	1,838,153
Recreation & Culture	1,198,934
Unclassified Accounts	991,697
Total \$	10,332,133



City of Miami Springs Expenditures By Department

	FY 2002-03 Amended	FY 2003-04 Adopted	Percent of Change
Revenue			
Mayor & City Council	\$52,695	\$50,100	-4.92%
Office of the City Manager	293,069	309,427	5.58%
Office of the City Clerk	195,097	197,458	1.21%
Office of the City Attorney	81,500	96,000	17.79%
Human Resource Department	175,684	188,096	7.06%
Finance & Budget Department	439,975	554,658	26.07%
Planning Department	124,356	164,078	31.94%
Police Department	4,065,154	4,285,968	5.43%
Police - School Guards	21,419	23,217	8.39%
Building ,Zoning & Code Enforce	444,210	434,347	-2.22%
Senior Center - IT Fund	130,000	130,000	0.00%
Public Works - Administration	388,380	398,070	2.49%
Public Works - Streets & Sidewalks	308,559	300,769	-2.52%
Public Works - Properties	793,411	812,231	2.37%
Public Works - Building Maintenance	196,791	264,696	34.51%
Public Works - Fleet Maintenance	0	62,386	n/a
Recreation	668,310	631,906	-5.45%
Aquatics	233,763	239,869	2.61%
Tennis	30,212	31,310	3.64%
Park Maintenance	168,448	165,849	-1.54%
Unclassified Accounts	964,699	991,697	2.80%
Total	\$9,775,732	\$10,332,132	5.69%



GENERAL FUND

**City of Miami Springs
Revenue Comparison
General Fund**

Line Item Revenue	FY 01-02 Actual	FY 02-03 Amended	FY 03-04 Dept.	FY 03-04 Adm. Rec.	FY 03-04 Adopted
Ad Valorem Taxes - Current	4,862,560	5,192,695	5,988,470	5,988,470	5,637,885
Ad Valorem Taxes - Delinquent	33,019	35,000	35,000	35,000	35,000
Excise Taxes	2,207,207	1,880,000	2,150,000	2,150,000	2,230,000
Occupational Licenses - City	33,347	25,000	30,000	30,000	30,000
Occupational Licenses - County	24,000	24,000	24,000	24,000	24,000
Building Permits	104,774	82,500	75,000	75,000	75,000
Electrical Permits	31,778	29,000	30,000	30,000	30,000
Plumbing Permits	17,151	17,250	22,000	22,000	22,000
Roofing Permits	56,631	50,000	58,000	58,000	58,000
Mechanical Permits	16,384	22,855	14,000	14,000	14,000
Zoning Permits	1,900	1,500	2,000	2,000	2,000
Certification of Completions	10,951	1,200	1,400	1,400	1,400
Structural Permits	900	8,500	10,000	10,000	10,000
Other Permits	113,474	85,000	72,500	72,500	72,500
2/3-cent Cigarette Tax (Rev. Shr)	180,423	165,000	197,000	197,000	197,000
8-cent Motor Fuel Tax	122,065	110,457	115,000	115,000	115,000
Alcoholic Beverage License	11,725	8,500	11,500	11,500	11,500
1/2-cent Sales Tax	797,929	800,000	803,000	803,000	803,000
Gas Tax Rebate	4,689	8,900	7,800	7,800	7,800
School Crossing Guards	44,532	38,500	45,000	45,000	45,000
Other Fees	3,317	3,000	3,383	3,060	3,451
Program Activity Fees	22,515	14,500	14,790	14,790	14,790
Full-day Day Care	112,930	95,000	105,000	105,000	105,000
Swimming Pool Admissions	29,623	30,000	30,000	30,000	30,000
Water Polo	507	0	3,200	3,200	3,200
Tennis Fees	4,987	6,000	2,500	2,500	2,500
Vending Machines	3,329	2,000	2,000	2,000	2,000
Fireworks-VG	1,000	2,000	2,000	2,000	2,000
Tennis Lessons	2,750	2,500	1,000	1,000	1,000
Tennis Merchandise	638	800	500	500	500
Tennis Memberships	1,212	1,000	1,000	1,000	1,000
Miscellaneous Charges For Services	10,884	6,000	9,000	9,000	9,000
Copies & Other Charges	2,135	3,500	2,000	2,000	2,000
Lien Search	12,745	8,600	12,000	12,000	12,000
Clerk of the Court - Fines	234,673	185,000	185,000	185,000	185,000
Code Enforcement tickets	2,200	2,500	2,000	2,000	2,000
Disabled Parking tickets	0	2,500	2,500	2,500	2,500
Interest - Checking	16,010	10,000	10,000	10,000	10,000
Interest - State Board	12,949	15,000	10,000	10,000	10,000
Interest - Tax Collections	8,896	3,200	1,000	1,000	1,000
Rent - Metro Fire	9,196	7,800	9,196	9,196	9,128
Rent - Dade Co. Library	8,253	8,250	8,253	8,253	8,253
Rent - Bus Benches	3,612	4,000	3,612	3,612	3,612
Recreational Activities	6,738	1,500	6,738	6,738	6,738
Sprint Tower	40,375	35,000	40,375	40,375	40,375
Surplus sale of equipment	617	3,000	1,000	1,000	1,000
Other Miscellaneous	21,027	2,000	12,000	12,000	12,000
Returned check charges	5,644	3,800	5,000	5,000	5,000
Code Enforcement Liens	1,950		1,000	1,000	1,000
ITF - Water Admin Fee	200,000	200,000	200,000	200,000	200,000
ITF - Sewer Admin Fee	150,000	150,000	150,000	150,000	150,000
ITF - Sanitation Admin Fee	75,000	75,000	75,000	75,000	75,000
ITF - Stormwater Admin Fee					
Fund Balance					
TOTALS >>>	\$9,681,151	\$9,775,727	10,602,717	10,602,394	10,332,132

City Council

Mission Statement

The mission of the City Council is to provide leadership and direction to the City's future, to assure the present and future fiscal integrity of the municipal government, to represent the interests of the residents of the City, and to promote quick, courteous responses to residents' problems.

City Council

The City Council of the City of Miami Springs is comprised of an elected Mayor and four elected Council Members. These individuals serve in the capacity of elected officials for the voters of the City and act as the legislative body of the municipality. Terms are for two years and members may serve for four consecutive terms.

The body is elected to lead, direct and provide policy for the Administration. Additionally, the body is responsible to establish laws, regulations, set millage rates, adopt budgets, appropriate funds and other legislative matters. To ensure continuity, the Council appoints citizens to serve as advisors to eight permanent boards, two retirement systems and various ad hoc advisory committees.

Regular Council Meetings are held the second and fourth Mondays of each month - excluding July. Special sessions are also held in August to discuss budget and other matters of critical importance.

Goals and Objectives

Goal: Represent the citizens of Miami Springs in an effective and efficient manner through policy making that meets and anticipates the needs of the City.

Objective: Meet regularly to discuss and decide current issues within the City and allow citizens a forum to participate in the policies affecting their City.

Goal: Enhance community spirit and promote community involvement through use of City boards and committees.

Objective: Support all City boards and committees and ensure that all vacant posts are filled.

Budget Highlights or Modifications

There are no major changes or modifications in the FY 2003-2004 Budget.

MAYOR AND COUNCIL
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Executive Salaries	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800
Payroll Taxes	2,433	2,433	2,433	2,433	2,433	2,433	2,433
Workers' Compensation	2,737	2,888	4,198	4,630	3,686	3,686	3,686
<i>Total Personnel Costs</i>	<i>\$ 36,970</i>	<i>\$ 37,101</i>	<i>\$ 38,431</i>	<i>\$ 38,863</i>	<i>\$ 37,919</i>	<i>\$ 37,919</i>	<i>\$ 37,919</i>
OPERATING							
Travel & Related Costs	1,218	3,157	3,579	3,440	4,000	4,000	4,000
Advertising & Promotions				1,500			
Dues, Memberships & Subsc.	2,237	2,872	2,453	3,000	3,200	3,200	3,200
ISF: Liability Insurance	3,102	3,285	3,279	3,840	3,930	3,930	3,930
ISF: Computers/Communications	1,449	1,838	1,836	2,052	1,051	1,051	1,051
<i>Total Operating Costs</i>	<i>\$ 8,344</i>	<i>\$ 11,418</i>	<i>\$ 11,147</i>	<i>\$ 13,832</i>	<i>\$ 12,181</i>	<i>\$ 12,181</i>	<i>\$ 12,181</i>
TOTAL EXPENSES	\$ 45,314	\$ 51,277	\$ 49,578	\$ 52,695	\$ 50,100	\$ 50,100	\$ 50,100

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Mayor	1	1	1	1	1	1	1
City Council Members	4	4	4	4	4	4	4
DEPARTMENT TOTAL	5	5	5	5	5	5	5

City Manager

Mission Statement

The mission of the City Manager's office is to implement City Council policies; to oversee all departmental activities, enabling and supporting the departments as they work in the best interests of our community; to instill the City's vision statement among our employees and to foster an outstanding level of service at a reasonable cost.

City Manager

The City Manager is the Chief Administrative Officer of the City. The Office of the City Manager is responsible for implementing the policies mandated by the Mayor and City Council. The City Manager is also responsible for the direction of all City departments and functions. The office is governed by Article IV of the City Charter. Responsibilities include: enforcement of all rules, regulations and policies; preparation and submission of annual operating budgets; ensuring the fiscal integrity of the City; monitoring all contracts, administrative positions, capital projects and other directives of the Mayor and City Council.

The Manager acts as an ex-officio member to all City boards, committees and pension boards as a liaison.

Goals and Objectives

Goal: Provide professional administration of policies and programs established by the City Council.

Objective: Review all agenda items being presented to the City Council and attend all Council meetings.
--

Goal: Provide leadership in the daily administration of the City Government and assure fair and consistent treatment to all employees and customers of the City.

Objective: Respond to all inquiries, both internal and external, in a courteous and timely manner.

Budget Highlights or Modifications

Salary expense includes \$100,000 for City Manager and \$75,000 for Assistant City Manager.

**CITY MANAGER
Expenditure Detail**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Salaries	\$ 148,780	\$ 177,870	\$ 213,015	\$ 199,327	\$ 199,327	\$ 191,765	\$ 223,815
Part Time Year Round			\$19				
Overtime	2,632	1,498	282	1,000	1,181	1,600	1,600
Payroll Taxes	11,364	10,683	16,545	14,902	14,902	14,792	14,792
Pension & Retirement	17,765	17,324	25,310	24,045	24,045	23,200	23,200
Health Insurance	8,594	6,082	8,893	10,099	9,613	9,600	9,600
Workers' Compensation	3,284	3,441	5,278	6,481	8,406	4,424	4,424
<i>Total Personnel Costs</i>	<i>\$ 192,419</i>	<i>\$ 216,898</i>	<i>\$ 269,343</i>	<i>\$ 255,854</i>	<i>\$ 257,474</i>	<i>\$ 245,381</i>	<i>\$ 277,431</i>
OPERATING							
Professional Services			50				
Travel & Related Costs	14,745	16,959	10,372	13,000	13,000	13,000	13,000
Communications & Freight	31	232	832	2,305	678	500	500
Printing & Binding	533		661	500	500	500	500
Office Supplies	553	1,694	1,762	596			
Operating Supplies	35	309	1,253	844	218	500	500
Dues, Memberships & Subsc.	2,200	2,089	1,288	1,200	1,539	800	800
Training & Education	639	1,696	63	500	500	500	500
ISF: Liability Insurance	4,153	3,596	3,732	4,149	4,149	4,205	4,205
ISF: Computers/Communications	10,007	14,481	12,696	14,121	14,121	11,991	11,991
<i>Total Operating Costs</i>	<i>\$ 32,896</i>	<i>\$ 41,056</i>	<i>\$ 32,709</i>	<i>\$ 37,215</i>	<i>\$ 34,706</i>	<i>\$ 31,996</i>	<i>\$ 31,996</i>
TOTAL EXPENSES	\$ 225,315	\$ 257,954	\$ 305,520	\$ 293,069	\$ 292,180	\$ 277,377	\$ 309,427

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
City Manager	1	1	1	1	1	1	1
Assistant City Manager	1	1	1	0.5	0.5	0.5	0.5
Executive Secretary	1	1	1	1	1	1	1
DEPARTMENT TOTAL	3	3	3	2.5	2.5	2.5	2.5

City Clerk

Mission Statement

The mission of the City Clerk's office is commitment to the service of the City Council, City Departments and all the citizens of Miami Springs by providing accurate, and unbiased records of all municipal proceedings, and in the retrieval of these records in a courteous and expeditious manner, providing the means for citizens to participate in local government and together build a more harmonious community in which to live.

City Clerk

The Office of the City Clerk is responsible for officially maintaining all records and minutes of the City.

The Office of the City Clerk is responsible for conducting all City elections, F.S.S.106 and City Charter 8.02(1), and for preserving all permanent records, ordinances, resolutions proclamations, minutes, contracts, historical documents and other official records in compliance with F.S.S. Chapter 119 and Charter 8.02 (4).

The City Clerk serves as Records Management Liaison Officer (RMLO) to all City departments as needed. With the Mayor and City Manager, the Clerk attests all official City documents and records the appropriate document with the Clerk of the Court (Charter 8.02).

The City Clerk's office attends, records and transcribes minutes of all City Council meetings, in a timely fashion, as well as a summary of actions for proper follow-up by all departments. The City Clerk also provides notary, information and referral services to the general public to enhance community relations.

Goals and Objectives:

Goal: Provide for and ensure the accurate and unbiased compilation and maintenance of the legislative history of the official actions and documents of the City of Miami Springs.

Objective: (1) Compile and distribute all agenda documents for the City Council meetings, special meetings, and advisory boards and attend meetings and, (2) Transcribe accurate minutes of proceedings in accordance with established procedures and time frames.

Goal: To serve as a principle contact for citizen inquires and inform the residents of the actions of the City using the most current means and methods.

Objective: Provide effective and courteous customer service within targeted response times: walk-ins immediate; telephone inquires within 24 hours; written requests within two to three days.

Budget Highlights or Modifications

Machinery & Equipment includes \$2,000.00 for a color printer.

OFFICE OF THE CITY CLERK
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 87,629	\$ 93,803	\$ 101,126	\$ 108,879	\$ 108,879	\$ 111,105	\$ 112,180
Part Time Year Round			37				
Overtime	773	2,207	1,515	1,500	2,246	1,700	1,700
Leased Employees							
Payroll Taxes	6,561	7,211	7,538	7,929	7,929	8,630	8,712
Pension & Retirement	3,021	1,367				1,511	1,511
Health Insurance	9,999	6,217	8,421	8,439	8,439	8,350	8,268
Workers' Compensation	2,189	2,294	3,118	3,704	3,600	2,949	2,949
Total Personnel Costs	\$ 110,172	\$ 113,099	\$ 121,755	\$ 130,451	\$ 131,093	\$ 134,245	\$ 135,320
OPERATING							
Professional Services	74		2,875				
Contractual Services	1,305	10,275	448	18,000	19,000	17,000	17,000
Travel & Related Costs	309	185	957	750	750	750	750
Communications & Freight	31		19				
Repairs & Maintenance	1,160	1,052	814	1,639	400	2,257	2,257
Printing & Binding	2,190	1,273	3,960	3,950	2,500	5,000	5,000
Advertising & Promotions	8,409	12,161	4,325	22,229	16,979	18,000	18,000
Office Supplies	659	1,270	1,152	1,368	235		
Operating Supplies	2,108	5,956	4,322	4,754	4,589	6,000	6,000
Dues, Memberships & Subsc.	1,712	819	1,128	1,300	1,000	1,585	1,585
Training & Education	140	265	485	600	600	600	600
ISF: Liability Insurance	2,244	2,397	2,484	2,766	2,766	2,755	2,755
ISF: Computers/Communications	5,146	6,422	6,528	7,290	7,290	6,190	6,190
Total Operating Costs	\$ 25,487	\$ 42,075	\$ 29,476	\$ 64,646	\$ 56,109	\$ 60,137	\$ 60,137
CAPITAL OUTLAY							
Machinery & Equipment		1,544	953			2,000	2,000
Total Capital Outlay	\$ -	\$ 1,544	\$ 953			\$ 2,000	\$ 2,000
TOTAL EXPENSES	\$ 135,659	\$ 156,718	\$ 152,184	\$ 195,097	\$ 187,202	\$ 196,382	\$ 197,458

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
City Clerk	1	1	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2	2	2	2

City Attorney

Mission Statement

The mission of the City Attorney's office is to provide competent legal advice and counsel to City officials and administration in a timely manner and zealously represent the City's interest and positions in negotiations and litigation.

City Attorney

The Office of the City Attorney reflects the direct charges associated with the contractual services provided by the City's legal counsel. Miami Springs, not having a large enough demand for an internal legal staff, contracts all legal services with the firm of Orshan, Lithman, Seiden, Ramos, Hatton & Huesmann, LLLP.

The firm, through its partners, represents the City on all legal matters including, but not limited to, attendance at all regular and special Council Meetings, Planning and Zoning Boards, and Board of Adjustment meetings. Additionally, the office is responsible for coordinating responses and initiating all legal opinions, litigatory matters and applications of all federal, state, county, and local rules, regulations, ordinances, resolutions and or other statutory matters.

Goals and Objectives:

Goal: Provide competent legal advice and counsel in a timely manner to City Officials and Administration.

Objective: Provide legal advice through attendance at meetings and workshops and by responding to all inquires in a timely manner.

Objective: Review, draft and negotiate contracts and agreements between the City and other entities or persons in a timely manner.

Budget Highlights or Modifications

There are no major changes or modifications in the FY 2003-2004 Budget.

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
OPERATING							
Professional Services	71,234	83,500	100,058	80,500	94,963	95,000	95,000
Dues, Memberships & Subsc.	862		1,242	1,000	1,000	1,000	1,000
<i>Total Operating Costs</i>	<i>\$ 72,096</i>	<i>\$ 83,500</i>	<i>\$ 101,300</i>	<i>\$ 81,500</i>	<i>\$ 95,963</i>	<i>\$ 96,000</i>	<i>\$ 96,000</i>
TOTAL EXPENSES	\$ 72,096	\$ 83,500	\$ 101,300	\$ 81,500	\$ 95,963	\$ 96,000	\$ 96,000

Human Resources

Mission Statement

The mission of the Human Resources Department is to provide the City of Miami Springs, its residents and its employees, the highest standard of excellence in the administration of a comprehensive personnel program.

Central to the mission of this department is the responsibility of providing equal employment opportunity in advancing ethical and effective public personnel management in the area of recruitment, selection, training and the advancement of qualified employees.

Human Resources

Human Resources administers a comprehensive personnel program that includes: recruitment, selection, wage and salary administration, employee relations and staff development training programs for City employees. The Department advises and counsels City employees on personnel matters. Department staff is responsible for general personnel administration, staff and program development, and collective bargaining with the union and the administration of the Civil Service System. The Department is also responsible for Risk Management and Worker's Compensation Insurance.

Goals and Objectives:

Goal: Develop and maintain effective, positive employee relations.

Objective: (1) Provide for the general administration of the personnel policies and employee relations activities of the City including adherence to the Americans with Disabilities Act and (2) Negotiate labor agreements and assist in the processing of employee grievance and disciplinary actions.

Goal: Develop and maintain organization productivity and employee effectiveness.

Objective: Provide cost effective training programs for employees.

Objective: Have the City of Miami Springs administrative policies and procedures and Civil Service Rules and Regulation revisions completed within one month after notification of any legislative changes affecting existing policy or administration of a policy.

Budget Highlights or Modifications

Advertising expense has been increased due to additional advertising and the rising cost of advertisements.

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 85,136	\$ 85,442	\$ 87,054	\$ 97,978	\$ 97,978	\$ 101,557	\$ 107,432
Part Time Year Round			\$112				
Overtime	268	271	116	250	250	250	250
Payroll Taxes	6,520	6,809	6,659	7,416	7,416	7,788	7,998
Pension & Retirement	2,853	1,262				1,381	1,381
Health Insurance	7,862	7,112	6,706	6,187	6,187	6,100	6,100
Workers' Compensation	2,189	2,868	3,118	2,540	2,540	2,949	2,739
Total Personnel Costs	\$ 104,828	\$ 103,764	\$ 103,765	\$ 114,371	\$ 114,371	\$ 120,025	\$ 125,900
OPERATING							
Professional Services	11,700	45,921	20,738	32,257	32,250	32,250	32,250
Travel & Related Costs	515		19	1,500	1,500	1,500	1,500
Communications & Freight	18	9	8		29		
Repairs & Maintenance				100			
Printing & Binding	537	100	423				
Advertising & Promotions	8,323	13,798	16,107	7,000	7,000	9,000	9,000
Office Supplies	556	1,105	711				
Operating Supplies	1,153	1,244	1,463	400	400	500	500
Dues, Memberships & Subsc.	1,887	1,494	1,989	1,000	1,000	1,000	1,000
Training & Education	651	3,198	2,237	9,000	9,000	9,000	9,000
ISF: Liability Insurance	2,244	2,410	2,484	2,766	2,766	2,755	2,755
ISF: Computers/Communications	5,146	6,472	6,528	7,290	7,290	6,190	6,190
Total Operating Costs	\$ 32,730	\$ 75,751	\$ 52,708	\$ 61,313	\$ 61,235	\$ 62,195	\$ 62,195
TOTAL EXPENSES	\$ 138,668	\$ 179,515	\$ 156,472	\$ 175,684	\$ 175,606	\$ 182,221	\$ 188,096

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Personnel Director	1	1		1	1	1	1
Human Resource Director	0	1		1	1	1	1
Human Resource Specialist	0	0					
Total of Full-time employees	1	2		2	2	2	2
Part-time Employees:							
DEPARTMENT TOTAL	2	2		2	2	2	2

Finance Department

Mission Statement

The mission of the Finance Department is to develop and manage appropriate financial services, programs, and resources as efficiently and effectively as possible and to communicate the results of these efforts in a timely manner to internal and external customers of the City.

Finance Department

The Finance Department is responsible for overseeing the financial operations that include: accounts payable, accounts receivable, audits, budget, capital projects accounting, cash management, collections debt administration, financial analysis, financial reporting and accounting, fixed asset reporting, payroll and revenue forecasting and monitoring.

The Department ensures that surplus funds are properly invested to maximize returns on cash for operations.

The Department is responsible for utility billing, collections, customer service and accounts receivable collections for the water, sewer, sanitation and storm water funds.

Goals and Objectives:

Goal: Maintain on-line, current, monthly and annual reports to monitor actual revenues and expenditures of the City in comparison to established and approved budgets and report on actions taken to provide acceptable financial results.

Objective: Process accurate financial transactions, reports, analysis and customer assistance in a timely manner as prescribed by federal, state and local laws.

Goal: Improve current internal deficiencies and monitor policy compliance by conducting internal (compliance) audits of the financial operations and schedule training in various procedures.

Objective: Conduct at least two internal (compliance) audits and three training sessions by September 2004.

Goal: Maintain accounts payable, payroll processes and procedures in accordance with federal, state, and local guidelines.

Objective: Ensure timely and accurate issuance of all vendor checks and bi-weekly payroll disbursements.

Budget Highlights or Modifications

The position for a Staff Accountant is requested and the salary expense is included. The Staff Accountant will be assigned to Golf Course – 50% and the Finance Department – 50%. One Finance Clerk I will be assigned to the Golf Course.

FINANCE DEPARTMENT
Expenditure Detail

	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2002-03 5/31/2003	FY 2002-03 Projected	FY 2003-04 Dept Req	FY 2003-04 Adm Req
PERSONNEL							
Salaries	\$ 210,555	\$ 215,643	\$ 186,571	\$ 127,525	\$ 186,571	\$ 313,687	\$ 313,687
Part Time Year Round	29,501	24,578	21,240	13,576	21,240	13,000	13,000
Overtime	2,870	1,473	1,100	123	1,000	750	750
Payroll Taxes	19,930	21,199	19,014	13,249	19,000	25,049	25,049
Pension & Retirement	10,683	6,899	11,264	4,251	11,264	14,800	14,800
Health Insurance	13,824	19,203	23,992	16,386	24,580	27,591	27,591
Workers' Compensation	8,473	15,244	15,517	10,182	15,273	14,745	14,745
Total Personnel Costs	\$ 295,836	\$ 304,240	\$ 278,698	\$ 185,311	\$ 278,928	\$ 409,622	\$ 409,622
OPERATING							
Professional Services & Audit Fees	35,000	44,400	51,500	76,400	76,400	45,000	45,000
Contractual Services	786	1,022	1,000		1,000	1,000	1,000
Travel & Related Costs	470	1,703	1,500	784	900	1,000	1,000
Communications & Freight	540	759	1,500	437	1,500	1,000	1,000
Repairs & Maintenance	1,270	1,397	1,500	668	1,500	1,500	1,500
Rentals & Lease	6,009	4,708	14,401	6,480	14,400	14,400	14,400
Printing & Binding	4,367	4,281	3,542	2,169	3,542	3,500	3,500
Advertising & Promotions	1,970	5,504	4,638	2,573	4,638	4,650	4,650
Office Supplies	13,689	14,165	31,438	15,236	31,438	30,000	30,000
Operating Supplies	5,628	5,904	6,000	1,629	6,000	6,000	6,000
Dues, Memberships & Subsc	1,205	1,569	800	1,067	800	1,000	1,000
Training & Education	193	2,498	1,000		1,000	1,000	1,000
ISF Liability Insurance	10,252	10,635	11,829	7,888	11,832	12,035	12,035
ISF Computers/Communications	30,652	26,547	34,034	22,668	34,032	25,469	25,469
Total Operating Costs	\$ 112,231	\$ 125,094	\$ 164,682	\$ 138,019	\$ 188,982	\$ 147,554	\$ 147,554
TOTAL EXPENSES	\$ 408,067	\$ 429,333	\$ 443,380	\$ 323,329	\$ 467,910	\$ 557,176	\$ 557,176

Position Detail

	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2002-03 5/31/2003	FY 2002-03 Projected	FY 2003-04 Dept Req	FY 2003-04 Adm Req
Finance Director	1	1	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1	1	1
Administrative Assistant III	1	1	0	0	0	0	0
Finance Clerk II	3	2	2	2	2	2	2
Finance Clerk I	0	0	1	1	1	2	2
Staff Accountant	1	1	1	1	1	2	2
Finance Clerk III	0	1	1	1	1	1	1
Clerical Assistant	0	1	1	1	1	1	1
System Manager	1	1	1	1	1	1	1
Total of Full time employees	8	9	9	9	9	11	11
Part-time Employee							
Clerical Assistant	2	2	2	2	2	1	1
DEPARTMENT TOTAL	10	11	11	11	11	12	12

Planning Department

Mission Statement

**To guide the physical
development of the City in a
manner that will preserve its
unique characteristics and
enhance the quality of life for
the City's present and future
residents.**

Planning Department

The Planning Department is responsible for general community-wide policy and program planning, as mandated by state law. This effort involves close intergovernmental coordination, particularly with county agencies, the South Florida Regional Planning Council and State Agencies such as the Departments of Community Affairs, Environmental Protection and Transportation. Related to this general mission, the Department provides research and recommendations on land use, community facilities/services and transportation matters to the City Manager, City Advisory and Quasi-Judicial Boards, and the City Council.

Goals and Objectives:

Goal: Provide planning services consistent with and in support of the City's official goals for future land use, transportation, housing, infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements, as articulated in the Comprehensive Plan.

Objective: Perform planning service for the development of a plan for downtown revitalization, canal bike path and landscaping the Linear Park Project.
--

Objective: Perform planning services necessary to install a local Geographic Information System (GIS) and provide an interface with the Metro-Dade/FPL GIS.
--

Objective: (1) Perform planning services with the Metropolitan Planning Organization and the Florida Department of Transportation to formulate plans for surface transportation improvements in northwest Miami-Dade County that are consistent with the City's goals and objectives. (2) Seek a final resolution of issues relating to new bridges over the Miami River and the Iron Triangle and Expressway Connector.

Budget Highlights or Modifications

There are no major changes or modifications in the FY 2003-2004 Budget.

PLANNING DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 73,324	\$ 71,139	\$ 51,856	\$ 76,870	\$ 76,870	\$ 81,765	\$ 82,566
Part Time Year Round	-		2,115				
Payroll Taxes	5,383	5,178	4,511	5,852	5,881	6,255	6,316
Pension & Retirement	2,496	1,105				1,112	1,112
Health Insurance	4,340	3,635	2,167	4,360	3,760	2,995	2,995
Workers' Compensation	2,189	2,294	3,118	1,852	1,852	1,812	1,812
Total Personnel Costs	\$ 87,732	\$ 83,351	\$ 63,767	\$ 88,934	\$ 88,363	\$ 93,939	\$ 94,801
OPERATING							
Professional Services		3,216	11,531	19,646	19,646	60,000	56,300
Travel & Related Costs	297	263	427	1,000	1,000	1,000	1,000
Communications & Freight	146	179	206	200	200	495	495
Utility Services	0	391	153				
Rentals & Lease	4,400	4,800	1,600	1,450	554	950	950
Printing & Binding	452	96	1,421	2,000	2,000	2,000	2,000
Office Supplies	1,332	2,516	857	35			
Operating Supplies	2,850	3,010	5,581	3,164	3,987	3,000	3,000
Dues, Memberships & Subsc.	540	552	782	500	500	500	500
Training & Education	135	435	1,056	1,500	1,500	1,500	1,500
ISF: Liability Insurance	1,683	1,798	1,863	2,075	2,075	1,261	1,261
ISF: Computers/Communications	2,249	2,827	2,847	3,852	3,852	2,271	2,271
Total Operating Costs	\$ 14,998	\$ 20,083	\$ 28,325	\$ 35,422	\$ 35,314	\$ 72,977	\$ 69,277
CAPITAL OUTLAY							
Machinery & Equipment		8,216					
Total Capital Outlay		\$ 8,216					
TOTAL EXPENSES	\$ 102,730	\$ 111,650	\$ 92,092	\$ 124,356	\$ 123,676	\$ 166,916	\$ 164,078

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
City Planner	1	1	1	1	1	1	1
Administrative Assistant I	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total of Full time employees	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Part-time							
Planning Technician	0	0	0	0	0	0	0
DEPARTMENT TOTAL	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Police Department

Mission Statement

We are committed to improving the quality of life, promoting peace, and resolving problems through an ongoing partnership with the community we serve. /we will endeavor to accomplish this by striving to provide a Personalized Police Service to the people of the City of Miami Springs.

Our efforts will be guided and supported by these organizational values:

Service	Integrity	Trust
Respect	Partnership	Quality
	Innovation	

Police Department

The Police Department is responsible for protecting the lives and property of the residents, businesses and visitors of the City. The Department preserves the peace, prevents crime, detects and arrests offenders, regulates and controls traffic and enforces all related federal, state, county, local and other regulatory rules, regulations, laws and ordinances.

The Department is also responsible, both through the General and Law Enforcement Trust Funds, to operate the Community Policing Office (CPO), the School Crossing Guard program, and other special law-enforcement programs related to the Department of Justice and other agencies.

Additionally, the Department works closely with other regional agencies to ensure that public safety matters are addressed and implements specialized enforcement efforts including HIDTA, COPS-MORE, the VIN Program and other programs as identified.

Goals and Objectives:

Goal: Enhance and continue efforts to deliver "Personalized Police Service" to the City of Miami Springs.

Objective:	Increase the commitment to addressing the enormous traffic problems and the many legitimate complaints made by residents and enhance the ability to provide traffic safety in the community.
-------------------	--

Objective:	Continue commitment to combating the drug problem through interagency cooperation by the assignment of a Police Officer to the South Florida High Intensity Drug Trafficking Area (HIDTA Program)
-------------------	---

Goal: Become more involved in Community Policing to further the relationship between the police and citizens of the community.

Objective:	Regenerate efforts with the goal of increasing the number of Crime Watch neighborhoods and reaffirm our commitment and efforts towards Business Crime Watch.
-------------------	--

Objective:	Increase police visibility in residential and commercial areas by utilizing foot patrol and bicycle patrol.
-------------------	---

Goal: Increase "Homeland Security" efforts.

Objective:	Utilize grants and alternate funding sources to facilitate additional training and equipment to enhance terrorism preparedness.
-------------------	---

Objective:	Improve communications / networking with other government agencies involved in "Homeland Security" through participation in various task forces and utilization of advanced communication technology.
-------------------	---

**POLICE DEPARTMENT
Expenditure Detail**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Executive Salaries	\$ 335,404	\$ 355,609	\$ 293,203	\$ 391,583	\$ 376,658	\$ 395,198	397,198
Regular Salaries	1,834,507	1,861,923	1,846,579	1,989,430	1,926,955	2,003,972	2,031,015
Police Dept Civilians	337,501	329,973	348,893	358,168	375,865	374,415	374,415
Part Time Year Round	57,563	61,441	61,360	47,481	35,917	87,358	87,358
Overtime	71,718	78,904	80,040	70,000	70,000	70,700	70,700
Special Pay	36,355	37,185	34,350	50,000	48,130	50,000	50,000
Payroll Taxes	204,284	174,678	192,354	209,279	198,111	224,271	224,424
Pension & Retirement	31,206	19,659	1,872	3,000	2,100	34,496	34,496
Health Insurance	182,500	186,768	98,680	192,577	165,195	180,651	175,651
Workers' Compensation	64,586	67,748	93,998	101,852	99,701	104,692	100,692
Total Personnel Costs	\$ 3,155,624	\$ 3,173,888	\$ 3,051,330	\$ 3,413,370	\$ 3,298,631	\$ 3,525,753	\$ 3,545,949
OPERATING							
Professional Services	4,661	6,157	43,342	14,864	11,718	15,000	15,000
Contractual Services	2,495	704	123,401	8,188	3,441	5,000	5,000
Travel & Related Costs	2,657	2,125	2,555	2,800	2,783	4,500	4,500
Communications & Freight	(25)		32			1,000	1,000
Repairs & Maintenance	3,236	4,752	4,751	5,475	1,852	35,577	35,577
Rentals & Lease	3,567	1,706	1,817	4,000	1,282	2,500	2,500
Printing & Binding	948	582	395	1,500	569	1,500	1,500
Advertising & Promotions	190	327	233	200	300	500	500
Office Supplies	4,762	5,005	5,964				
Operating Supplies	12,410	9,345	61,833	102,467	96,286	110,000	100,000
Dues, Memberships & Subsc.	1,990	1,873	1,697	1,500	2,437	3,000	3,000
Training & Education	4,109	7,408	11,619	9,000	8,905	15,000	15,000
ISF: Liability Insurance	66,045	70,567	73,248	81,422	81,420	80,780	78,780
ISF: Fleet Maintenance	250,613	345,271	324,123	319,235	319,236	186,849	186,849
ISF: Computers/Communications	36,066	72,697	63,744	71,133	71,136	60,403	60,403
Total Operating Costs	\$ 393,724	\$ 585,146	\$ 718,756	\$ 621,784	\$ 601,366	\$ 521,609	\$ 521,609
CAPITAL OUTLAY							
Vehicles						188,410	188,410
Machinery & Equipment	127,270	32,111	2,400	30,000	30,000	30,000	30,000
Total Capital Outlay	\$ 127,270	\$ 32,111	\$ 2,400	\$ 30,000	\$ 30,000	\$ 218,410	\$ 218,410
TOTAL EXPENSES	\$ 3,676,618	\$ 3,791,145	\$ 3,772,486	\$ 4,065,154	\$ 3,929,997	\$ 4,265,771	\$ 4,285,967

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Police Chief	1	1	1	1	1	1	1
Captain	1	1	1	1	1	1	1
Lieutenant	3	3	3	3	3	3	3
Sergeant - Detective	1	1	1	1	1	1	1
Sergeant	4	4	4	4	4	4	4
Officer - Detective	6	6	4	4	4	4	4
Officer - Motor	4	4	5	5	5	5	5
Officer - K9	2	1	2	2	2	2	2
Officer	21	22	22	21	21	21	21
Communications Supervisor	1	1	1	1	1	1	1
Dispatcher I	6	6	6	6	6	6	6
Dispatcher II	2	2	1	1	1	1	1
Parking Enforcement Officer	1	1	1	0	0	0	0
Administrative Assistant I	1	1	0	0	0	0	0
Clerical Assistant	0	1	0	0	0	0	0
Sr. Adm Spec	0	0	1	1	1	1	1
Admin. Sp. II	0	0	1	0	0	0	0
Admin. Sp. I	0	0	2	3	3	3	3
Total of Full time employees	54	55	56	54	54	54	54
Part Time Employees							
Clerical Assistant	3	3	3	3	3	3	3
School Crossing Guards	4	4	4	4	4	4	4
Total of Part time employees	7	7	7	7	7	7	7
Part-time Employees - Grants							
Public Service Aides	0	0	0	0	3	3	3
Grant-funded P/Ts	0	0	0	0	3	3	3
DEPARTMENT TOTAL	61	62	63	61	64	64	64

**POLICE DEPARTMENT- School Crossing Guards
Expenditure Detail**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Part Time Year Round	\$ 6,545		\$ 9,234	\$ 13,016	\$ 13,016	\$ 12,984	\$ 12,114
Payroll Taxes	501		706	996	996	993	1,003
Worker's Compensation			6,844	7,407	7,407	7,100	7,100
<i>Total Personnel Costs :</i>	<i>\$ 7,046</i>	<i>\$ -</i>	<i>\$ 16,785</i>	<i>\$ 21,419</i>	<i>\$ 21,419</i>	<i>\$ 21,077</i>	<i>\$ 20,217</i>
OPERATING							
Operating Supplies						1,000	1,000
Uniforms	386		120			2,000	2,000
Other	160		299				
<i>Total Operating Costs :</i>	<i>\$ 546</i>	<i>\$ -</i>	<i>\$ 419</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 3,000</i>	<i>\$ 3,000</i>
TOTAL EXPENSES	\$ 7,592	\$ -	\$ 17,203	\$ 21,419	\$ 21,419	\$ 24,077	\$ 23,217

Building & Zoning Department

Mission Statement

The mission of the Building & Zoning Department is to ensure the safe and stable design, methods of construction, standards of workmanship and use of proper material in buildings/structures erected or altered. The Zoning Department ensures the proper regulation of the percentage and portion of lots/land that may be occupied or built on to prevent overcrowding.

Building & Zoning

The Department is the combined functions of Building, Zoning & Code Enforcement.

The responsibilities of Building include receiving permit applications, plans and miscellaneous documentation for review and processing requests for building permits. Plans are reviewed for standards, provisions and requirements for safe and stable designs, methods and uses of construction, standards for workmanship and uses of materials. They are also checked for compliance with minimum standards for building materials used in buildings and/or structures hereafter erected, constructed, enlarged, repaired, moved, or otherwise altered or demolished in accordance with the South Florida Building Code, Miami-Dade County Edition, as amended.

The department is responsible for the review of properties, residential and commercial, ensuring activities are in compliance with the City's Code of Ordinances pertaining to zoning regulations.

The department, through code enforcement promotes, protects and improves the health, safety and welfare of the citizens of the City of Miami Springs by ensuring property owners maintain their property in accordance with the City of Miami Springs Code of Ordinances.

Goals and Objectives:

Goal: Properly process and issue all required permits and licenses on a timely basis.

Objective: Process and issue all building, electrical, plumbing and mechanical permits and occupational licenses during FY 03-04.

Goal: Perform team inspections on multi-family and commercial properties as a follow up to a compliant or as this Department deems necessary.

Objective: Process code enforcement cases and present appropriate cases to the Code Enforcement Board.

Budget Highlights or Modifications

Salaries Expense includes a request for reclassified of an Administrative II position to Code Enforcement Specialist and the elimination of Code Enforcement Manager. Approximately \$46,000 in savings.

BUILDING, ZONING, & CODE ENFORCEMENT DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 182,515	\$ 185,495	\$ 210,599	\$ 261,756	\$ 261,756	\$ 240,084	\$ 241,837
Payroll Taxes	13,713	14,224	15,428	18,602	18,672	18,366	18,501
Pension & Retirement	6,179	2,792	2,305	5,605	6,445	8,500	8,500
Health Insurance	18,767	21,931	20,685	18,105	17,537	16,050	16,050
Workers' Compensation	8,473	5,735	8,394	12,037	11,676	13,271	13,271
<i>Total Personnel Costs</i>	<i>\$ 230,027</i>	<i>\$ 230,586</i>	<i>\$ 257,410</i>	<i>\$ 316,105</i>	<i>\$ 316,086</i>	<i>\$ 296,271</i>	<i>\$ 298,158</i>
OPERATING							
Professional Services	647					800	800
Contractual Services	50,946	83,550	90,815	82,630	82,630	96,000	96,000
Travel & Related Costs	18	35	1,169	2,500	2,500	2,500	2,500
Communications & Freight					91		
Utility Services	576	473	245				
Repairs & Maintenance	102	213	122	155	155	100	100
Rentals & Lease	10,093	11,151	4,000	780	780	850	850
Printing & Binding	794	736		1,150		1,000	1,000
Office Supplies	1,962	2,158	867	15			
Operating Supplies	2,495	3,478	7,997	5,488	5,488	2,750	2,750
Dues, Memberships & Subsc.	198	372	160	350	350	350	350
Training & Education			470	900	900	500	500
ISF: Liability Insurance		6,593	6,840	7,607	7,608	7,685	7,685
ISF: Fleet Maintenance	12,555	19,911	7,599	7,508	7,500	7,500	7,500
ISF: Computers/Communications	11,426	19,460	19,359	19,022	19,020	16,152	16,152
<i>Total Operating Costs</i>	<i>\$ 91,812</i>	<i>\$ 148,130</i>	<i>\$ 139,643</i>	<i>\$ 128,105</i>	<i>\$ 127,022</i>	<i>\$ 136,187</i>	<i>\$ 136,187</i>
CAPITAL OUTLAY							
Machinery & Equipment		4,631	2,394				
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 4,631</i>	<i>\$ 2,394</i>				
TOTAL EXPENSES	\$ 321,839	\$ 383,347	\$ 399,447	\$ 444,210	\$ 443,108	\$ 432,459	\$ 434,347

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Administrative Assistant I	2	1	1	1	1.5	1.5	1.5
Administrative Assistant II	0	1	1	1	0	0	0
Building Official	0	0	0	0	0.5	0.5	0.5
Code Enforcement Manager	0	0	0	0	1	0	0
Code Enforcement/Occupational Lic Spec		0	0	0	0	1	1
Code Enforcement Officers	3	3	3	3	3	3	3
DEPARTMENT TOTAL	5	5	5	5	6.0	6.0	6.0

Senior Center

Mission Statement

The mission of the Elderly Services Department is to improve, maintain and enhance the quality of life for older citizens of this community. In keeping with planned area and statewide goals to ensure a life with dignity and maximum independence for older persons, this department provides a comprehensive and coordinated system of services to include: congregate meals, home delivered meals, nutrition education, health support, transportation, adult education, screening and assessment, and information and referral assistance.

**SENIOR CENTER
Expenditure Detail**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Transfer out to Sr Ctr Fund	\$72,415	172,000	120,000	130,000	130,000	130,000	130,000
TOTAL EXPENSES	\$72,415	\$172,000	\$120,000	\$130,000	\$130,000	\$130,000	\$130,000

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Social Services Director	1	1	1	1	1	1	1
<i>Total Full Time Employees</i>	1	1	1	1	1	1	1
Part-time Employee							
Food Server	3	3	3	3	3	3	3
Outreach Worker	1	1	1	1	1	1	1
Van Driver	1	1	1	1	1	1	1
Bus Driver	1	1	1	1	1	1	1
<i>Part-time employees</i>	6	6	6	6	6	6	6
DEPARTMENT TOTAL	7	7	7	7	7	7	7

Public Works Department

Mission Statement

The mission of the Public Works Department is to maintain City infrastructure and facilities in a responsive, safe, cost effective and environmentally sound manner.

Public Works Administration Division

The Administrative Division is responsible for the management of all functions and divisions of the Department including strategic planning for the maintenance of all infrastructure, utilities and services within the City, customer service and compliance with regulatory mandates. The Administration also provides supervision, training, guidance and support for all of the employees within the remaining nine divisions of the Department.

Goals and Objectives:

Maintain a system of proper planning, scheduling, inventory control, training and cost accounting for all divisions of the Department.

Objective:	To train supervisory/forepersons in the proper use of the work order system to plan and schedule work in a more efficient and effective manner.
-------------------	---

Objective:	To accurately enter all inventory and labor hours in the accounting system to produce accurate and timely cost accounting reports.
-------------------	--

Objective:	To introduce new technology and methods into the daily operations of this Department through training and education.
-------------------	--

Goal: To develop a preventive maintenance program for all functions in the divisions.

Objective:	To train personnel to utilize the HTE work order system to plan and schedule the various maintenance tasks.
-------------------	---

Budget Highlights or Modifications

Machinery & Equipment includes \$2,000 for a printer.

PUBLIC WORKS DEPARTMENT
Administration Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 141,450	\$ 200,593	\$ 237,355	\$ 272,879	\$ 249,428	\$ 285,978	\$ 288,203
Part Time Year Round	0		541				
Overtime	1,117	1,187	741	2,700	2,700	2,700	2,700
Payroll Taxes	11,395	15,011	16,583	20,582	18,379	22,084	22,254
Pension & Retirement	4,880	2,389				3,889	3,889
Health Insurance	18,080	16,395	16,913	15,996	12,466	16,125	14,125
Workers' Compensation	6,568	5,207	9,925	11,111	11,111	12,534	12,534
Total Personnel Costs	\$ 183,490	\$ 240,782	\$ 282,057	\$ 323,268	\$ 294,084	\$ 343,310	\$ 343,705
OPERATING							
Professional Services		3,000		\$2,000	\$2,000	\$1,000	\$1,000
Contractual Services	4,346		9,557				
Travel & Related Costs		4,800	3,466	4,800	4,800	6,800	6,800
Communications & Freight	116	59	1,045	5,050	5,050	0	
Repairs & Maintenance	0	561	210	500	315	1,000	500
Rentals & Lease	1,826	1,969	1,765	2,971	2,194	2,971	2,971
Printing & Binding	577	500	316	2,500	2,000	1,500	1,500
Advertising & Promotions	89			2,000	2,000		
Office Supplies	3,286	5,390	460				
Operating Supplies	2,179	6,665	10,479	10,945	7,844	7,040	7,040
Dues, Memberships & Subsc.	518	499	641	750	804	1,000	1,000
Training & Education	338		304	2,000	2,000	2,000	2,000
ISF: Liability Insurance	6,731	7,192	7,464	8,298	8,298	7,443	7,443
ISF: Fleet Maintenance	11,426	19,911	15,783	9,177	9,177	10,120	10,120
ISF: Computers/Communications	10,007	14,481	12,696	14,121	14,121	11,991	11,991
Total Operating Costs	\$ 41,439	\$ 65,027	\$ 64,183	\$ 65,112	\$ 60,604	\$ 52,865	\$ 52,365
CAPITAL OUTLAY							
Machinery & Equipment			6,995			2,000	2,000
Total Capital Outlay	\$ -	\$ -	\$ 6,995	\$ -	\$ -	\$ 2,000	\$ 2,000
TOTAL EXPENSES	\$ 224,929	\$ 305,809	\$ 353,236	\$ 388,380	\$ 354,687	\$ 398,175	\$ 398,070

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Public Service Director	1	1	1	1	1	1	1
Assistant Director of Public Works	1	1	1	1	1	1	1
Clerical Assistant	2	2	0	0	0	0	0
Administrative Assistant I	1	1	2	2	2	1	1
Administrative Assistant II	0	0	1	1	1	2	2
Matt Mgt Clerk	1	0	1	1	1	1	1
DIVISION TOTAL	6	5	6	6	6	6	6

Public Works – Street Division

The Street Division function is to maintain and repair all City streets, street lights, bike paths, and alleys within the City limits. The Division also maintains all monuments and signage Citywide. This Division is partly funded by Local Option Gas Tax.

Goals and Objectives:

Goal: Install a tree root barrier along the bike paths Citywide.

Objective: Calculate the quantity of barrier required, develop specifications and contract for the installation.

Goal: Restore the alleys Citywide.

Objective: Prioritize the alleys most in need of leveling and systematically plan, schedule and execute the restorations.
--

Budget Highlights or Modifications

There are no major changes or modifications in the FY 2003-2004 Budget.

PUBLIC WORKS DEPARTMENT
Streets & Sidewalks Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 48,493	\$ 87,366	\$ 72,918	\$ 54,412	\$ 42,413	\$ 57,661	\$ 58,214
Part Time Year Around	21,026	561	15,325	18,000	41,300	18,000	18,000
Overtime	586	1,554	2,845	600	1,000	2,000	2,000
Leased Employees			11,777	25,000	35,589	25,000	25,000
Payroll Taxes	5,363	6,693	7,534	7,482	8,782	7,701	7,743
Pension & Retirement	1,623	1,675				784	784
Health Insurance	4,701	7,727	10,696	9,252	9,252	9,230	9,230
Workers' Compensation	3,833	5,683	6,844	5,556	5,556	5,898	5,898
<i>Total Personnel Costs</i>	<i>\$ 85,635</i>	<i>\$ 111,259</i>	<i>\$ 127,937</i>	<i>\$ 120,302</i>	<i>\$ 143,892</i>	<i>\$ 126,274</i>	<i>\$ 126,869</i>
OPERATING							
Contractual Services	559	3,767					
Communications & Freight			123	125			
Utility Services	144,428	130,320	118,824	129,000	114,863	115,000	115,000
Repairs & Maintenance	3,014	2,876	187	6,625	9,114	6,625	6,625
Rentals & Leases	840	3,831	1,308	5,150	6,181	5,000	5,000
Operating Supplies	18,202	18,944	12,720	18,495	21,000	16,095	16,095
Training & Education						2,000	2,000
ISF: Liability Insurance	4,299	3,607	3,864	4,203	4,203	3,770	3,770
ISF: Fleet Maintenance	16,588	24,272	19,611	16,404	16,404	18,400	18,400
ISF: Computers/Communications	6,676	8,550	8,691	8,255	8,255	7,010	7,010
<i>Total Operating Costs</i>	<i>\$ 198,674</i>	<i>\$ 202,828</i>	<i>\$ 165,328</i>	<i>\$ 188,257</i>	<i>\$ 180,019</i>	<i>\$ 173,900</i>	<i>\$ 173,900</i>
CAPITAL OUTLAY							
Machinery & Equipment		3,955			5,650		
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 3,955</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,650</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 284,309	\$ 318,042	\$ 293,265	\$ 308,559	\$ 329,561	\$ 300,174	\$ 300,769

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Equipment Operator	1	1	1	1	1	1	1
Heavy Equipment Operator	0	0	0	0	0	0	0
Maintenance Worker	1	1	1	1	1	1	1
<i>Total Full Time Employees</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Part-time Employees</i>							
Sidewalk Project Manager	0	0	0	0	0	0.5	0.5
DIVISION TOTAL	2	2	2	2	2	2.5	2.5

Public Works – Public Properties

The Public Properties Division has the functions of maintaining all City owned grounds, which includes landscapes, greenways, parks, and rights-of-way. The Division is also responsible for tree planting and tree maintenance.

Goals and Objectives:

Goal: Ensure that the City retains its National Arbor Society's Tree City USA and Growth Award status.

Objective: Work with outside agencies, such as DERM, on the annual Adopt-a-Tree Program.

Objective: Provide assistance to residents in maintaining the tree canopy and administering the tree mitigation policy.

Objective: Access the tree trimming contract to reduce the backlog of tree trimming requirements for the in-house work force.

Goal: Continue to Train tree trimmers in proper trimming techniques and safety.

Objective: Use a professional training plan for proper tree trimming and implement safety techniques and equipment use for appropriate personnel.

Goal: Train parks maintenance personnel in proper maintenance techniques for landscaping and parkways.

Objective: Develop a training plan for proper maintenance techniques and equipment use for landscaping for the appropriate personnel.

Budget Highlights or Modifications

Vehicles includes \$23,500.00 total for one F150 crew cab pickup truck.

Machinery and Equipment includes \$8,000 for a chipper.

Reduction in staff of one part time temporary employee.

PUBLIC WORKS DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 285,109	\$ 258,334	\$ 270,933	\$ 346,384	\$ 349,081	\$ 361,670	\$ 365,215
Part Time Year Round	22,119	42,919	27,459	35,000	30,000	30,700	30,700
Overtime	3,965	3,203	6,186	7,500	2,753	3,500	3,500
Leased Employees							
Payroll Taxes	26,873	21,459	22,984	26,686	34,746	30,284	30,555
Pension & Retirement	9,299	3,805				4,919	4,967
Health Insurance	44,994	36,034	33,992	42,995	42,995	42,500	38,500
Workers' Compensation	19,704	20,647	30,887	25,926	25,926	26,542	26,542
<i>Total Personnel Costs</i>	<i>\$412,063</i>	<i>\$386,401</i>	<i>\$392,440</i>	<i>\$484,491</i>	<i>\$485,501</i>	<i>\$500,114</i>	<i>\$499,979</i>
OPERATING							
Professional Services	0		3,850			2,500	2,500
Contractual Services	42,482	16,947	11,363	15,113	19,046	15,113	15,113
Utility Services	61,193	53,598	73,942	76,000	86,610	76,000	76,000
Repairs & Maintenance	(454)	1,697	933	5,000	2,284	3,500	3,500
Rentals & Lease	150	3,111	6,095	2,000	330	2,000	2,000
Office Supplies			63,987				
Operating Supplies	81,038	61,490		95,558	39,342	80,000	80,000
Dues, Memberships & Subsc.	0					500	500
Training & Education	599	1,376	975	2,950	2,809	3,500	3,500
ISF: Liability Insurance	21,792	23,283	27,577	26,865	26,865	26,390	26,390
ISF: Fleet Maintenance	47,953	83,567	37,080	66,534	66,534	55,200	55,200
ISF: Computers/Communications	13,571	19,640	17,220	18,900	18,900	16,049	16,049
<i>Total Operating Costs</i>	<i>\$268,473</i>	<i>\$264,709</i>	<i>\$243,022</i>	<i>\$308,920</i>	<i>\$262,720</i>	<i>\$280,752</i>	<i>\$280,752</i>
CAPITAL OUTLAY							
Vehicles						57,000	23,500
Machinery & Equipment		1,203	24,419			8,000	8,000
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$1,203</i>	<i>\$24,419</i>	<i>\$0</i>	<i>\$ -</i>	<i>\$65,000</i>	<i>\$31,500</i>
TOTAL EXPENSES	\$680,536	\$652,313	\$659,881	\$793,411	\$748,222	\$845,867	\$812,231

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Parks Maintenance Foreman	1	1	1	1	1	1	1
Equipment Operator	3	3	1	1	1	1	1
Maintenance Worker I	7	7	8	8	8	8	8
Heavy Equipment Operator	1	1	0	0	0	0	0
Arborist	1	1	0	0	0	0	0
Tree Trimmer	3	3	3	3	3	3	3
<i>Total Full Time Employees</i>	<i>16</i>	<i>16</i>	<i>13</i>	<i>13</i>	<i>13</i>	<i>13</i>	<i>13</i>
<i>Part-time Employees</i>							
Maintenance Workers	8	8	8	8	5	5	5
<i>Total Part-time employees</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>5</i>	<i>5</i>	<i>5</i>
DIVISION TOTAL	24	24	21	21	18	18	18

Public Works - Building Maintenance

The Building Maintenance Division is a one person operation whose responsibility is to maintain all buildings and various signs, monuments and park benches owned by the City. These functions include general carpentry repairs, painting, minor alterations, and other miscellaneous activities.

Goal: Reduce the energy and utility costs for the City by at least 15%

Objective: Coordinate with Florida Power and Light to implement an energy savings program in the municipal buildings and for outdoor lighting.

Objective: Install irrigation rain sensors throughout the City.
--

Budget Highlights or Modifications:

1. Update the air conditioning system at City Hall for approximately \$43,000.
 2. Replace the cart barn roof at the Golf and Country Club for approximately \$12,000.
-

PUBLIC WORKS DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 41,828	\$ 42,153	\$ 37,130	\$ 50,304	\$ 50,304	\$ 51,310	\$ 51,823
Part Time Year Round		1,167	141				
Overtime	223	130		250			
Leased Employees			6,447	1,000	3,806	9,000	8,000
Payroll Taxes	3,277	3,353	3,341	3,102	4,297	3,925	3,964
Pension & Retirement	1,303	558			0	696	696
Health Insurance	3,060	2,928	3,347	3,920	3,920	3,990	3,990
Workers' Compensation	1,095	1,147	1,377	1,951	1,951	2,212	2,212
<i>Total Personnel Costs</i>	<i>\$ 50,786</i>	<i>\$ 51,436</i>	<i>\$ 51,784</i>	<i>\$ 60,527</i>	<i>\$ 64,278</i>	<i>\$ 71,135</i>	<i>\$ 70,687</i>
OPERATING							
Contractual Services	39,436	37,535	43,233	40,171	38,365	43,000	43,000
Utility Services	8,581	13,962	15,774	12,002	8,699	12,000	12,000
Repairs & Maintenance	27,959	15,764	17,442	57,547	57,547	65,000	57,600
Operating Supplies	12,991	13,713	14,615	18,141	18,141	18,150	18,150
ISF: Liability Insurance	1,122	1,216	1,236	1,383	1,383	1,241	1,241
ISF: Fleet Maintenance	3,809	6,637	13,212	4,171	4,171	4,600	4,600
ISF: Computers/Communications	2,030	2,533	2,571	2,849	2,849	2,419	2,419
<i>Total Operating Costs</i>	<i>\$ 95,928</i>	<i>\$ 91,360</i>	<i>\$ 108,084</i>	<i>\$ 136,264</i>	<i>\$ 131,155</i>	<i>\$ 146,409</i>	<i>\$ 139,009</i>
CAPITAL OUTLAY							
Improvements Other than Bldg			61,383			65,000	55,000
<i>Total Capital Outlay</i>	<i>\$ 9,269</i>	<i>\$ -</i>	<i>\$ 61,383.00</i>			<i>\$65,000</i>	<i>\$55,000</i>
TOTAL EXPENSES	\$155,983	\$142,796	\$221,250	\$196,791	\$195,433	\$282,544	\$264,696

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Building Maintenance Crew Leader	1	1		1	1	1	1
Building Maintenance Worker	0	0					
DIVISION TOTAL	1	1		1	1	1	1

PUBLIC WORKS DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 143,009	\$ 144,880	\$ 140,984	\$ 130,011	\$ 119,060	\$ 20,000	\$ 20,000
Overtime	1,083	2,714	1,076	1,000	1,000		
Payroll Taxes	11,154	11,644	11,149	9,946	8,411	765	765
Pension & Retirement	4,905	2,647	545		500	136	136
Health Insurance	11,336	13,354	12,986	21,919	8,502	1,335	1,335
Workers' Compensation	3,718	4,588	6,012	7,407	7,404	450	450
<i>Total Personnel Costs</i>	<i>\$ 175,205</i>	<i>\$ 182,898</i>	<i>\$ 172,752</i>	<i>\$ 170,283</i>	<i>\$ 144,876</i>	<i>\$ 22,686</i>	<i>\$ 22,686</i>
OPERATING							
Professional Services		2,500					
Contractual Services	1,494	2,348	2,284	12,500	4,551		
Communications & Freight		549		22			
Utility Services	10,136	9,331	11,572	9,000	8,288		
Repairs & Maintenance	62,863	69,959	33,182	68,842	90,275		
Rentals & Leases		2,012	2,269	5,898	2,067		
Operating Supplies	83,365	108,751	153,092	91,036	55,524	10,000	10,000
Inventory Over/Short			59,057		14,895		
Depreciation (non cash)	59,459	128,169	147,684	60,000	60,000		
ISF: Liability Insurance	5,472	4,743	5,124	5,532	5,532		
<i>Total Operating Costs</i>	<i>\$ 223,039</i>	<i>\$ 328,362</i>	<i>\$ 414,264</i>	<i>\$ 252,830</i>	<i>\$ 241,131</i>	<i>\$ 10,000</i>	<i>\$ 10,000</i>
CAPITAL OUTLAY							
Machinery & Equipment	(1,486)		3,594	31,500	39,952	27,700	26,700
Vehicles	123,602	184,265		137,900			3,000
<i>Total Capital Outlay</i>	<i>\$ 145,914</i>	<i>\$ 184,265</i>	<i>\$ 3,594</i>	<i>\$ 169,400</i>	<i>\$ 39,952</i>	<i>\$ 27,700</i>	<i>\$ 29,700</i>
TOTAL EXPENSES	\$ 544,158	\$ 695,525	\$ 590,610	\$ 592,513	\$ 425,959	\$ 60,386	\$ 62,386

Parks and Recreation Department

Mission Statement

The City of Miami Springs Parks and Recreation Department will enrich the quality of life for the people of Miami Springs by providing significant recreational opportunities in exemplary parks and recreation environments.

Parks and Recreation – Administration Division

The Parks and Recreation Department is divided into four major program series – Administration, Aquatics, Tennis and Parks Maintenance.

The Administration Division is responsible for planning and scheduling all of the recreational activities and facilities within the City of Miami Springs, including athletics and special events. The division serves as a community resource for all sports and recreational activities of the City, including cooperative relationships with all local youth sports groups.

Goals and Objectives:

Goal: Provide opportunities for residents to improve their social, mental and physical well being through participation in a variety of recreational activities.

Objective: Conduct cooperative youth sports programs, including the following sports: soccer, basketball, baseball, football and street hockey.

Objective: Provide additional “non-athletic” youth programs and increase participation in the Teen Program at the Recreation Center.

Objective: Promote regular Family Nights on the Circle, providing various types of free entertainment.

Objective: Organize and promote adult activities - such as theme outings, social events and gatherings.

Objective: Organize and promote additional adult-oriented programs – such as basketball and volleyball programs.

Objective: Continue to provide traditional City-wide special events – such as Easter Egg Hunt, Halloween Costume Contest, Christmas at the Gazebo, etc.

Budget Highlights or Modifications:

Machinery and Equipment includes \$10,000 for Playground Equipment.

RECREATION DEPARTMENT
Administration Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 147,892	\$ 189,823	\$ 216,883	\$ 217,354	\$ 234,973	\$ 204,507	\$ 206,487
Part Time Year Round	88,981	99,918	81,481	86,000	86,000	85,000	85,000
Seasonal Emp	19	94				1,000	1,000
Leased Employees	28,313	41,532	43,144	51,700	51,700	50,000	50,000
Payroll Taxes	27,782	15,676	25,492	26,281	26,281	25,972	26,124
Pension & Retirement	5,316	2,504				2,781	2,808
Health Insurance	16,795	7,700	17,421	16,105	15,512	16,050	14,050
Workers' Compensation	5,473	5,735	8,401	9,259	9,259	9,584	9,584
Total Personnel Costs	\$ 320,571	\$ 362,887	\$ 392,821	\$ 406,699	\$ 423,724	\$ 394,895	\$ 395,054
OPERATING							
Contractual Services	62,718	42,807	44,240	55,386	45,573	56,000	56,000
Travel & Related Costs	1,530	3,171	4,209	2,000	4,209	4,700	4,700
Communications & Freight	443	2,421	2,797	2,755	1,279	4,500	4,500
Utility Services	5,645	11,667	5,968	7,000	7,000	7,000	7,000
Repairs & Maintenance	16,526	15,744	10,757	22,458	22,000	10,000	10,000
Rentals & Lease		2,079	1,555	2,700	1,832	2,500	2,500
Printing & Binding	23	129	1,595	1,500	0	1,500	1,500
Advertising & Promotions	2,715	2,797	4,947	7,200	7,200	5,000	5,000
Office Supplies	179	337	1,531	42			
Operating Supplies	36,192	40,320	35,516	49,778	49,778	48,000	48,000
Dues, Memberships & Subsc.	780	728	718	800	368	800	800
Training & Education	103	210	13	500	500	500	500
ISF: Liability Insurance	40,976	43,778	89,250	50,516	50,516	45,309	45,309
ISF: Fleet Maintenance	18,177	31,677		33,936	33,936	19,780	19,780
ISF: Computers/Communications	17,150	24,818		25,040	25,040	21,263	21,263
Total Operating Costs	\$ 203,650	\$ 222,683	\$ 203,095	\$ 261,611	\$ 249,230	\$ 226,852	\$ 226,852
CAPITAL OUTLAY							
Improvements Other than Bldg		19,859	12,108		2,100		
Machinery & Equipment	1,250	18,322	15,954		13,950	10,000	10,000
Total Capital Outlay	\$ 1,250	\$ 38,181	\$ 28,062	\$ -	\$ 16,050	\$ 10,000	\$ 10,000
TOTAL EXPENSES	\$ 525,471	\$ 623,751	\$ 623,978	\$ 668,310	\$ 689,005	\$ 631,747	\$ 631,906

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Recreation & Parks Director	1	1	1	1	1	1	1
Recreation & Parks Assistant Director	1	1	1	1	1	1	1
Administrative Assistant I	1	1	1	0	0	0	0
Administrative Assistant III	0	0	1	1	1	1	1
Athletic Coordinator	1	1	1	0	0	0	0
Day Care Coordinator	1	1	0	0	0	0	0
Day Care Leader I	1	1	0	0	0	0	0
Equipment Operator	1	1	0	0	0	0	0
Recreation Specialist	0	0	-	0.5	0.5	0.5	0.5
Recreation Specialist	0	0	-	0.5	0.5	0.5	0.5
Total of Full-Time Employees	7	7	5	4	4	4	4
Part time Employees							
Recreation Leader (seasonal)	38	38	38	20	20	20	20
Recreation Leader (year-round)	19	19	19	18	18	18	18
Day Care Leaders	2	2	4	0	0	0	0
Bus Driver	1	1	1	1	1	1	1
Total of Part time employees	60	60	62	39	39	39	39
DIVISION TOTAL	67	67	67	43	43	43	43

Recreation – Aquatics Division

The Aquatics Division operates and maintains the Miami Springs Municipal Pool, a 50-meter, 349,000 gallon pool that is staffed by American Red Cross certified lifeguards and instructors and supervised by a state licensed swimming pool operator. The pool is open year round to serve the community, and it serves as the home for the Miami Springs High School swim and water polo teams, as well as the Miami Springs Aquatic Club.

Goals and Objectives:

Goal: Increase pool usage by a minimum of 10% over 2002-03 attendance levels.

Objective: Increase marketing efforts to Miami-Dade County high school swim teams for additional swim meets.

Objective: Offer additional family-oriented activities during “open swim” sessions.

Objective: Market the pool to year round after school programs located within Miami Springs and Southwest Hialeah.

Goal: Improve part-time staff retention rate.

Objective: Offer starting wages that are competitive with other area municipalities.

Objective: Provide incentives for employees to attain additional training – such as W.S.I. and other instructor’s credentials.

Budget Highlights or Modifications

There are no major changes or modifications in the FY 2003-2004 Budget.

RECREATION DEPARTMENT
Aquatics Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$34,317	\$38,000	\$40,886	\$44,197	\$32,496	\$33,048	\$33,372
Part Time Year Round	5,582	17,576	34,462	34,000	34,000	34,000	34,000
Overtime	0					500	500
Seasonal Emp	42,694	34,550	18,891	43,500	43,500	43,000	43,000
Payroll Taxes	6,106	6,815	6,892	9,220	8,550	8,419	8,482
Pension & Retirement	1,233	567				449	454
Health Insurance	3,086	2,933	2,892	3,720	2,386	3,750	3,750
Workers' Compensation	4,379	4,588	1,557	1,852	1,852	7,373	7,373
Unemployment Compensation							
Total Personnel Costs	\$ 97,397	\$ 104,829	\$ 105,579	\$ 136,489	\$ 122,784	\$ 130,539	\$ 130,931
OPERATING							
Travel & Related Costs			261	400		400	400
Communications & Freight				300	300	300	300
Utility Services	19,647	38,169	41,098	32,305	43,000	45,000	43,000
Contingency						2,000	2,000
Repairs & Maintenance	5,146	4,225	6,534	13,752	13,752	12,000	12,000
Rentals & Lease		267	60	750	750	750	750
Advertising & Promotions				1,000	1,000	1,000	1,000
Office Supplies	(34)		12				
Operating Supplies	19,876	17,147	18,452	33,732	33,732	31,500	31,500
Dues, Memberships & Subsc.		515	160	300	300	300	300
Training & Education				300	300	300	300
ISF: Liability Insurance	5,465	9,007	11,160	12,435	12,435	12,550	12,550
ISF: Computers/Communications	4,022	5,019				4,838	4,838
Total Operating Costs	\$ 54,142	\$ 74,349	\$ 77,737	\$ 95,274	\$ 105,569	\$ 110,938	\$ 108,938
CAPITAL OUTLAY							
Improvements Other than Bldg		17,305	5,898	2,000	2,000		
Total Capital Outlay	\$ -	\$ 17,305	\$ 5,898	\$ 2,000	\$ 2,000	\$ -	\$ -
TOTAL EXPENSES	\$ 151,539	\$ 196,483	\$ 189,213	\$ 233,763	\$ 230,353	\$ 241,477	\$ 239,869

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Aquatic Program Coordinator	0	1	1	1	1	1	1
Recreation Program Coordinator	0	0					0
Total Full-time employees	0	1	1	1	1	1	1
Part-time Employees							
Cashier	3	3	3	0	0	0	0
Concession Attendants	0	0	0	3	3	3	3
Lifeguard (Seasonal)	16	16	16	11	11	11	11
Lifeguard (year round)	0	0	0	5	5	5	5
Total Part-time employees	19	19	19	19	19	19	19
DIVISION TOTAL	19	20	19	20	20	20	20

Recreation – Tennis Division

The City of Miami Springs has a full-service tennis facility that is used by both children and adults. The facility is comprised of five tennis courts and two lighted racquetball courts. The pro-shop is operated to provide organized use of the facility along with support services, including supplies, t-shirts, racquets and other merchandise.

The facility also offers after-school clinics, tournaments, classes, training and workshops.

Lessons are available for private and group sessions, and costs are nominal.

Budget Highlights or Modifications

There are no major changes or modifications in the FY 2003-2004 Budget.

RECREATION DEPARTMENT
Tennis Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$31,886	\$34,624	\$37,278				
Part Time Year Round	13,267	15,696	15,518	14,100	14,100	14,000	14,000
Payroll Taxes	3,454	3,778	3,830	1,079	1,079	1,071	1,071
Health Insurance	3,434	3,330	1,999		97		
Workers' Compensation	1,542	1,721	1,557			1,598	1,598
<i>Total Personnel Costs</i>	<i>\$ 54,648</i>	<i>\$ 59,636</i>	<i>\$ 60,182</i>	<i>\$ 15,179</i>	<i>\$ 15,276</i>	<i>\$ 16,669</i>	<i>\$ 16,669</i>
OPERATING							
Communications & Freight		30					
Utility Services	3,311	4,699	3,890		2,424	2,500	2,500
Repairs & Maintenance		442	6,124	3,000	3,000	5,000	5,000
Operating Supplies	5,348	8,312	21,733	2,033	1,260	2,000	2,000
Dues, Memberships & Subsc.			95			100	100
ISF: Liability Insurance	2,983	3,669	5,139			3,298	3,298
ISF: Computers/Communications	1,449	1,808				1,742	1,742
<i>Total Operating Costs</i>	<i>\$ 13,091</i>	<i>\$ 18,960</i>	<i>\$ 36,981</i>	<i>\$ 5,033</i>	<i>\$ 6,684</i>	<i>\$ 14,641</i>	<i>\$ 14,641</i>
CAPITAL OUTLAY							
Improvements Other than Bldg		\$2,750		\$10,000			
Machinery & Equipment		5,980					
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 8,730</i>	<i>\$ -</i>	<i>\$ 10,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$67,739	\$87,326	\$97,163	\$30,212	\$21,960	\$31,310	\$31,310

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Recreation Program Coordinator	0	0	0	0	0	0	0
<i>Total Full-time employees</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<u>Part time employees</u>							
Tennis Aides	3	3	3	3	0	3	3
Recreation Leader (year-round)	0	0	0	0	0	0	0
<i>Total Part-time employees</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>0</i>	<i>0</i>	<i>0</i>
DIVISION TOTAL	3	3	3	3	0	3	3

Recreation – Parks Maintenance Division

The Parks Maintenance Division provides for the overall maintenance of the parks, ball fields and Recreation Center grounds. This includes turf maintenance, field preparation, park cleanup, etc.

Goals and Objectives:

Goal: Improve the playability of the athletic fields at Prince Field, Stafford Park and Dove Avenue Park.

Objective: Aerate and top dress all Bermuda turf fields a minimum of four times during the year.

Objective: Apply fertilizer to all athletic fields a minimum of three times per year – fall, spring and summer.

Objective: Apply pre-emergent herbicide to all fields and spot treat in the off season areas where weeds become a problem.

Goal: Increase the number of maintenance cycles at each park from an average of 20 cycles per year to 30 cycles per year.

Objective: Purchase one additional riding mower for use in mowing "common areas."

Objective: Implement a chemical weed eradication program (Roundup) for fence lines and tree rings to limit necessary mechanical weed removal (weedeating.)

Budget Highlights or Modifications

Request for a Pickup Truck \$16,000.

Machinery and Equipment includes \$8,000 for new mower.

RECREATION DEPARTMENT
Parks Maintenance Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ -	\$ -	\$ 30,438	\$ 72,519	\$ 72,519	\$ 80,505	\$ 81,278
Part Time Year Round			8,530	11,000	10,243	11,000	11,000
Payroll Taxes			2,592	6,389	6,389	7,000	7,059
Pension & Retirement						1,095	1,095
Health Insurance			2,659	7,220	3,737	7,250	7,250
Workers' Compensation			3,118	3,704	3,704	4,424	4,424
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ 47,336	\$ 100,832	\$ 96,592	\$ 111,274	\$ 112,106
OPERATING							
Communications & Freight				500	500	500	500
Repairs & Maintenance			16,788	31,185	20,000	30,000	15,000
Rentals & Lease				500	500	500	500
Operating Supplies			14,742	20,892	16,262	20,000	20,000
Dues, Memberships & Subsc.				200	200	200	200
Training & Education			13	200	160	200	200
ISF: Liability Insurance			4,038	1,500	1,500	1,346	1,346
ISF: Fleet Maintenance				4,171	4,171	4,600	7,600
ISF: Computers/Communications				468	312	397	397
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 35,580	\$ 59,616	\$ 43,605	\$ 57,743	\$ 45,743
CAPITAL OUTLAY							
Improvements Other than Bldg						\$16,000	\$0
Vehicles				8,000	6,411	8,000	8,000
Machinery & Equipment							
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ 8,000	\$ 6,411	\$ 24,000	\$ 8,000
TOTAL EXPENSES	\$ -	\$ -	\$ 82,916	\$ 168,448	\$ 146,608	\$ 193,016	\$ 165,849

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Maintenance Worker I	0	0	1	1	1	0	0
Turk Specialist		0	0	0	0	1	1
Recreation Specialist		0	0	0.5	0.5	0.5	0.5
Recreation Specialist		0	0	0.5	0.5	0.5	0.5
<i>Total Full-time employees</i>	0	0	1	2	2	2	2
<i>Part time employees</i>							
Maintenance Worker I	0	0	1	1	1	1	1
<i>Total Part-time employees</i>	0	0	1	1	1	1	1
DIVISION TOTAL	0	0	2	3	3	3	3

NON DEPARTMENTAL

Non-Departmental - Unclassified

This Department/Division represents a group of line item accounts associated with general, city-wide accounting transactions. Services provided to other agencies, which benefit all components and facets of the City, are recorded into this department. Additionally, costs, such as bank fees and bad debts, which are accounting-related, have an affect on the income statement, but do not necessarily relate to a specific function, are reported in this set of accounts.

It also accounts for transfers to alternate funds including capital projects, special projects, hurricane funds and other specialized funds. Accumulated leave settlements is an account used to record the disbursement of leave for employees separating from the City.

The City's general contingency and reserve accounts are reported in this Department.

NON-DEPARTMENTAL- UNCLASSIFIED ACCOUNTS
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ -	\$ -	\$ 80,754	\$ 6,500			
Unemployment Tax			9,369	18,200	18,152	18,000	18,000
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ 90,123	\$ 24,700	\$ 18,152	\$ 18,000	\$ 18,000
OPERATING							
Professional Services			\$9,970	\$109,500	\$82,870	\$100,000	\$100,000
Contractual Services			18,069	21,701	9,853		
Travel & Related Costs			549				
Annexiation						50,000	50,000
Communications & Freight			307				
Utility Services			1,991	3,765	2,647		
Contingency			148,826	398,035	125,000	794,174	460,697
Contingency-revitalization			140,497	105,798	105,799	55,000	55,000
Repairs & Maintenance			5,323	3,079	1,114		
Rentals & Lease			9,882	13,040	7,689	10,000	10,000
Printing & Binding			2,913	8,000	11,248		
Advertising & Promotions			39,103	65,179	63,833	65,000	65,000
Bank Fees			22,902				
Office Supplies			783		3,919		
Operating Supplies			18,063	9,402	13,394	8,000	8,000
Accumulated Settlement			91,570			5,000	5,000
Other Current Charges			22,721	2,500	20,614		
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 533,469	\$ 739,999	\$ 447,980	\$ 1,087,174	\$ 753,697
CAPITAL OUTLAY							
Improvements Other than Bldg			\$5,394				
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ 5,394	\$ -	\$ -	\$ -	\$ -
Transfer to Golf Course				\$ 200,000		150,000	150,000
Transfer to Hurricane Fund						70,000	70,000
TOTAL EXPENSES	\$ -	\$ -	\$ 628,986	\$ 964,699	\$ 466,132	\$ 1,325,174	\$ 991,697



SPECIAL REVENUE FUNDS

PUBLIC WORKS DEPARTMENT
Road and Transportation Fund

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
OPERATING							
Professional Services	\$ 229,186	\$ 471,859	\$ 315,295	\$ 410,413	\$ 360,597	\$ 330,000	\$ 365,000
Contractual Services							150,000
Transit Cost		6,168					175,000
Repairs & Maintenance	23,078	9,445		50,137	50,137	50,000	50,000
Road Materials/Supplies	17,527	11,137	16,335				
Other Miscellaneous Costs			3,074				
Operating Supplies							
<i>Total Operating Costs</i>	<i>\$ 269,791</i>	<i>\$ 498,609</i>	<i>\$ 334,704</i>	<i>\$ 460,550</i>	<i>\$ 410,734</i>	<i>\$ 380,000</i>	<i>\$ 740,000</i>
CAPITAL OUTLAY							
Improvements Other than Bldg		2,000	35,782	4,969			
Machinery & Equipment		8,115					
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 10,115</i>		<i>\$ 4,969</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Prior Year Encumbrances	\$ -	\$ -		\$ -	\$ -		
TOTAL EXPENSES	\$ 269,791	\$ 508,724	\$ 370,486	\$ 465,519	\$ 410,734	\$ 380,000	\$ 740,000

SENIOR CENTER DEPARTMENT
Senior Center Special Revenue Fund Expenditures
Consolidated to represent all funding sources

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$47,967	\$48,934	\$51,619	\$52,157	\$52,157	\$52,845	\$53,350
Part Time Year Round	33,391	33,756	27,474	43,417	43,417	41,506	41,506
Payroll Taxes	6,225	5,697	7,333	7,579	7,579	7,218	7,257
Pension & Retirement	1,255	1,780				1,283	1,290
Health Insurance	4,743	4,138	4,348	5,665	5,655	8,085	8,085
Workers' Compensation		3,195	3,441	4,547	4,547	3,802	3,802
<i>Total Personnel Costs</i>	<i>\$ 93,581</i>	<i>\$ 97,500</i>	<i>\$ 94,215</i>	<i>\$ 113,365</i>	<i>\$ 113,355</i>	<i>\$ 114,739</i>	<i>\$ 115,290</i>
OPERATING							
Professional Services	1,408	2,500	3,772	6,436	4,620	5,075	5,075
Contractual Services	5,578	8,368	11,610	12,355	12,355	10,800	10,800
Travel & Related Costs	818	84	427	850	826	900	900
Utility Services	6,782	5,934	8,345	11,393	11,393	9,225	9,225
Repairs & Maintenance	116	477	25		50	6,690	6,690
Rentals & Lease	834	1,436	1,437	3,520	3,520	1,032	1,032
Advertising & Promotions	255	184	326		300	500	500
Office Supplies	215	180	269		145	350	350
Operating Supplies	93,152	71,153	92,481	147,235	144,678	126,458	126,458
Dues, Memberships & Subsc.	135	65	2,160	300	300	230	230
Training & Education	75		51	150	150	150	150
ISF: Liability Insurance	2,557	4,845	6,432	5,973	5,973	5,357	5,357
ISF: Fleet Maintenance	4,764	3,809	5,356	4,485	4,485	4,946	4,946
ISF: Computers/Communications	4,207	4,312	5,367	6,095	6,095	5,176	5,176
<i>Total Operating Costs</i>	<i>\$ 121,533</i>	<i>\$ 103,347</i>	<i>\$ 138,058</i>	<i>\$ 198,792</i>	<i>\$ 194,890</i>	<i>\$ 176,889</i>	<i>\$ 176,889</i>
CAPITAL OUTLAY							
Machinery & Equipment				14,900		10,768	10,768
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 14,900</i>	<i>\$ -</i>	<i>\$ 10,768</i>	<i>\$ 10,768</i>
TOTAL EXPENSES	\$ 215,114	\$ 200,847	\$ 232,273	\$ 327,057	\$ 308,245	\$ 302,396	\$ 302,947

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Social Services Director	1	1	1	1	1	1	1
<i>Part-time Employee:</i>							
Food Server	3	3	3	3	3	3	3
Outreach Worker	1	1	1	1	1	1	1
Van Driver	1	1	1	1	1	1	1
Bus Driver	1	1	1	1	1	1	1
<i>Sub-total: Part-time employees</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
DEPARTMENT TOTAL	7	7	7	7	7	7	7

POLICE DEPARTMENT
Law Enforcement Trust Fund

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2002-03 Projected	FY 2003-04 Dept Req	FY 2003-04 Adm Req
OPERATING							
Professional Services				3,000	3,000	2,500	53,184
Investigations				25,000	25,000	25,000	25,000
Rentals & Leases				26,700	26,700	31,132	31,132
<i>Total Operating Costs</i>	\$0						
TOTAL EXPENSES	\$0			\$54,700	\$54,700	\$58,632	\$109,316

POLICE DEPARTMENT
Community Policing Office Budget

	FY 98/99 Actual	FY 99/2000 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
OPERATING							
Professional Services				\$3,200		\$3,200	\$3,200
Contractual Services				5,000		5,000	5,000
Travel & Related Costs				5,500		5,500	5,500
Communications & Freight				1,500		1,500	1,500
Repairs & Maintenance				1,700		1,700	1,700
Rentals & Lease				16,836		17,400	17,400
Advertising & Promotion				6,200		6,200	6,200
Office Supplies				2,500			
Operating Supplies				9,200		9,200	9,200
Dues, Memberships & Subsc.				1,000		1,000	1,000
Training & Education				12,500		12,500	12,500
ISF: Liability Insurance				1,500		1,500	1,500
ISF: Fleet Maintenance				7,500		7,500	7,500
ISF: Computers/Communications				1,000		1,000	1,000
<i>Total Operating Costs</i>	\$0	\$0		\$75,136	\$0	73,200	73,200
CAPITAL OUTLAY							
Machinery & Equipment		14,144		9,000		7,000	7,000
<i>Total Capital Outlay</i>	\$0	\$14,144		\$9,000	\$0	\$7,000	\$7,000
TOTAL EXPENSES	\$0	\$14,144		\$84,136	\$0	\$80,200	\$80,200

ENTERPRISE FUNDS

Utilities Customer Service

The mission of the Finance Department is to develop and manage appropriate financial services, programs and resources as efficiently and effectively as possible and to communicate the results of these efforts in a timely manner to internal and external customers of the City.

PUBLIC WORKS DEPARTMENT
Water Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 141,475	\$ 158,889	\$ 207,052	\$ 204,892	\$ 207,414	\$ 204,323	\$ 206,312
Part Time Year Round	10,256	19,259	12,686	12,000	12,000	12,000	12,000
Overtime	3,438	16,389	8,446	6,500	9,329	12,000	10,000
Payroll Taxes	12,755	16,570	18,841	20,507	20,507	17,467	17,466
Pension & Retirement	6,543	4,669	713	1,000	1,000	2,942	2,942
Health Insurance	22,789	13,015	22,444	21,761	22,412	22,859	20,719
Leased Employees	14,594	37,489	31,974	44,679	60,766	45,000	45,000
Workers' Compensation		6,882	12,975	9,259	9,259	9,250	9,250
Total Personnel Costs	\$ 211,850	\$ 273,142	\$ 315,131	\$ 320,598	\$ 342,688	\$ 325,841	\$ 323,689
OPERATING							
Professional Services & Audit Fees	14,983	18,634	45,213	25,000	14,400	20,000	20,000
Contractual Services	34,313	39,427	42,069	50,412	34,105	50,000	45,000
Contingencies	9,454		6	20,000	0	20,000	20,000
Utility Services	609,007	565,322	608,714	584,017	584,017	620,000	620,000
Repairs & Maintenance	5,724	15,983	4,729	17,730	3,374	5,000	5,000
Rentals & Lease	831	6,204		550	294	500	500
Printing & Binding	13	117	126	500	308	500	500
Credit Card Fees		1,757	1,927	11,800	3,286	11,000	11,000
Bank Charges			2,951		3,807	3,000	3,000
Recv Write Off			293				
Operating Supplies	60,719	85,227	72,341	50,297	43,972	58,000	50,000
Training & Education	418	588		2,159		2,000	2,000
Depreciation (non cash)	21,206	18,589	18,039	30,000	30,000	30,000	30,000
Bad Debt Expense	7,480	118	28,605		1,886	3,000	3,000
ISF: Liability Insurance	5,359	5,725	24,495	6,790	6,790	6,090	6,090
ISF: Fleet Maintenance	9,694	13,723		11,417	11,417	12,322	12,322
ISF: Computers/Communications	3,155	3,790		4,442	4,442	3,772	3,772
Total Operating Costs	\$ 782,556	\$ 775,204	\$ 849,510	\$ 815,114	\$ 742,198	\$ 845,184	\$ 832,184
CAPITAL OUTLAY							
Improvements Other than Bldg		22,000		100,000	100,000	100,000	100,000
Vehicles						27,500	27,500
Total Capital Outlay	\$ -	\$ 22,000	\$ (0)	\$ 100,000	\$ 100,000	\$ 127,500	\$ 127,500
Management Fee to Gen. Fund	200,000	200,000	199,995	200,000	200,000	200,000	200,000
Bond Principle & Interest			66,655				
TOTAL EXPENSES	\$ 1,194,406	\$ 1,270,346	\$ 1,431,291	\$ 1,435,712	\$ 1,384,886	\$ 1,498,524	\$ 1,483,372

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Clerical Assistant I	1	1	1	1	1	1	1
Utility Service Worker I	3	3	1	1	1	1	1
Utility Service Worker II	1	1	2	2	2	2	2
Utility Service Worker III	0	1	1	1	1	1	1
Operations Supervisor	0	0	0.5	0.5	0.5	0.5	0.5
Water/Sewer Foreman	0	0	0.5	0.5	0.5	0.5	0.5
Heavy Equipment Op.	0	0	0.5	0.5	0.5	0.5	0.5
TOTAL FULL TIME	5	6	6.5	6.5	6.5	6.5	6.5
<i>Part-time Employee:</i>							
Meter Reader	0	0	1.0	1.0	1.0	1.0	1.0
FUND TOTAL	5	6	7.5	7.5	7.5	7.5	7.5

Sewer Fund

The Sewer Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operations of the City sewer system. The Division services 45 miles of sewer lines for approximately 4,500 metered customers and is responsible for maintaining all City-owned lines in good operating condition to provide uninterrupted service to our customers.

Millions of gallons of effluent pass through the City's system to the Miami-Dade County Water and Sewer Department's (WASD) processing plant. WASD charges the City a wholesale disposal fee at two different rates – one rate for the dry season and one for the wet season. Disposal costs to the City are roughly three times the cost of purchasing water.

The City works with WASD in meeting health and safety requirements for employees and the general public.

The Sewer Division is also responsible for managing the comprehensive renovation of the system, which is funded primarily by the recently sold *Utility System Revenue Refunding and Improvement Bond – Series 1998*. The sewer system is over 30 years old, and the division is following an aggressive capital program of replacing and restoring lines on a prioritized schedule.

The City should realize significant disposal cost savings with the continuation and completion of these repairs.

Goals and Objectives:

Goal: To provide cost-effective sewer services to the City in a courteous manner.

Objective:	Train employees in new techniques and materials used for the maintenance and replacement of sewer systems.
-------------------	--

Objective:	Provide customer service training to employees who have contact with residents and business owners.
-------------------	---

Goal: Complete the Sewer Cleanout Location Program

Objective:	Locate the final group of cleanouts that are under driveways or covered
-------------------	---

Budget Highlights or Modifications

1. The 1998 Sewer Bonds require that the City spend \$200,000 annually toward maintenance and repair.
 2. Additional \$10,000 in professional fees for design of peak flow implementation as required by DERM.
 3. Purchase of SCADA metering devices for sewer pump stations as required by DERM.
-

PUBLIC WORKS DEPARTMENT
Sewer Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 189,180	\$ 168,761	\$ 187,448	\$ 181,795	\$ 155,514	\$ 182,225	\$ 184,203
Part Time Year Round	4,060	9,442	289		34		
Overtime	7,778	8,922	16,549	14,000	12,412	14,000	14,000
Payroll Taxes	13,921	16,362	15,121	15,361	14,266	15,011	15,011
Pension & Retirement	7,217	4,713	1,171		1,159	2,669	2,669
Health Insurance	12,849	13,340	13,037	19,076	13,456	20,181	18,203
Leased Employees	36,031	49,369	30,017	44,679	43,972	45,000	45,000
Workers' Compensation	5,472	5,735	10,812	9,259	9,264	9,250	9,250
Total Personnel Costs	\$ 276,508	\$ 276,644	\$ 274,443	\$ 284,170	\$ 250,078	\$ 288,336	\$ 288,336
OPERATING							
Professional Services & Audit Fees	12,436	11,555	67,876	37,461	21,213	52,500	52,500
Contractual Services	22,684	32,335	27,228	35,412	26,195	40,000	35,400
Contingencies	29,277		195	20,000		40,000	40,000
Communications & Freight		182					
Utility Services	2,328,657	2,288,556	2,123,762	2,400,000	2,200,000	2,400,000	2,400,000
Repairs & Maintenance	7,898	6,239	3,506	5,395	4,651	7,500	7,500
Rentals & Lease	892	260	853			5,000	5,000
Printing & Binding				1,000	1,000		
Credit Card Fees	21,603	5,851	5,542	17,500	17,500	19,500	19,500
Office Supplies	0		8				
Operating Supplies	30,867	30,292	33,251	28,209	23,804	33,000	28,200
Training & Education		199		500	500	1,000	1,000
Bank Charges			8,533		7,258	7,250	7,250
Other Charges			51,863				
Depreciation (non cash)	316,302	314,956	316,751	325,000	325,000	320,000	320,000
Bad Debt Expense		5,994	87,408	4,000	4,000	4,000	4,000
Administrative Charge							
ISF: Liability Insurance	7,602	8,123	8,424	9,376	9,376	8,410	8,410
ISF: Fleet Maintenance	46,774	71,030	11,172	24,464	24,464	26,110	26,110
ISF: Computers/Communications	3,155	3,790	5,523	4,442	4,442	3,772	3,772
Total Operating Costs	\$ 2,828,189	\$ 2,779,362	\$ 2,751,995	\$ 2,912,759	\$ 2,669,403	\$ 2,968,042	\$ 2,958,642
CAPITAL OUTLAY							
Improvements Other than Bldg		405	48,307	241,188	247,146	200,000	200,000
DFOT Loan Payment				80,000	80,000	80,000	80,000
Machinery & Equipment			5,939			90,000	90,000
Total Capital Outlay	\$ 255,556	\$ 405	\$ 54,246	\$ 321,188	\$ 327,146	\$ 370,000	\$ 370,000
Bond Interest	362,681	513,225	485,997	544,919	544,919	471,663	471,663
Management Fee to Gen. Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total Bond & Management Fee	\$ 512,681	\$ 663,225	\$ 635,997	\$ 694,919	\$ 694,919	\$ 621,663	\$ 621,663
TOTAL EXPENSES	\$ 3,872,934	\$ 3,719,636	\$ 3,716,680	\$ 4,213,036	\$ 3,941,546	\$ 4,248,640	\$ 4,238,640

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Water/Sewer Foreman	1	1	0.5	0.5	0.5	0.5	0.5
Master Electrician	1	1	1	1	1	1	1
Utility Service Worker I	3	3	1	1	1	1	1
Utility Service Worker II	1	1	2	2	2	2	2
Utility Service Worker III	0	0	1	1	1	1	1
Operations Supervisor	0	0	0.5	0.5	0.5	0.5	0.5
Foreman	0	0	0	0	0	0	0
Heavy Equipment Op.	0	0	0.5	0.5	0.5	0.5	0.5
FUND TOTAL	6	6	6.5	6.5	6.5	6.5	6.5

Sanitation Fund

The Sanitation Division of the Public Works Department is responsible for the collection of all garbage, trash, and other solid waste items from residential properties in the City. Over 12,000 tons are collected and disposed of annually. Over 4,300 customers receive twice weekly garbage service and weekly bulk trash service.

Goals and Objectives:

Goal: Provide timely and efficient services to all residential customers.

Objective:	Provide excellent service to residents by keeping to the published schedule and level of service.
-------------------	---

Goal: Promote the prevention of litter throughout the City.

Objective:	Provide attractive trash containers throughout the City and ensure adequate pickups.
-------------------	--

Goal: Collect special waste collection charges as appropriate.

Objective:	Monitor excessive trash piles so that the resident will bear the cost of disposal for trash over the permitted amount.
-------------------	--

Objective:	Provide documentation of excessive trash to the Finance Department for collection.
-------------------	--

Budget Highlights or Modifications:

There are no major changes or modifications in the FY 2003-04 Budget.

PUBLIC WORKS DEPARTMENT
Sanitation Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 575,170	\$ 612,892	\$ 492,302	\$ 473,443	\$ 473,443	\$ 448,440	\$ 453,846
Part Time Year Round		952	434	1,000	1,000	1,000	1,000
Overtime	3,327	7,849	3,620	5,000	5,062	6,500	5,000
Payroll Taxes	45,247	47,860	37,044	39,489	39,489	34,879	35,178
Pension & Retirement	18,475	11,762	(279)	200	279	6,187	6,187
Health Insurance	51,101	64,847	49,665	53,442	53,442	58,229	51,499
Leased Employees	6,792	19,767	28,119	44,679	42,994	45,000	45,000
Workers' Compensation	19,518	24,088	32,439	24,075	24,075	19,169	19,169
Total Personnel Costs	\$ 719,630	\$ 790,017	\$ 643,344	\$ 641,328	\$ 639,784	\$ 619,404	\$ 616,879
OPERATING							
Contractual Services	692,025	541,915	618,026	638,553	615,573	665,000	665,000
Contingencies				10,000		20,000	20,000
Audit Fees			5,000	5,000	5,000	5,000	5,000
Repairs & Maintenance	1,705	700	3,507	1,500	700	1,500	1,500
Credit Card Fees		2,481	2,379	5,000	3,218	9,500	9,500
Bank Charges			3,627		4,608	3,500	3,500
Operating Supplies	33,277	25,782	23,130	21,280	13,402	15,000	15,000
Training & Education			149	200		1,000	1,000
Depreciation (non cash)	60,427	26,128	45,950	55,000	54,996	55,000	55,000
Bad Debt Expense	38,219	1,038	21,463		2,500	2,500	2,500
ISF: Liability Insurance	28,758	23,973	37,152	40,739	40,740	35,704	35,704
ISF: Fleet Maintenance	205,967	81,845	94,488	80,528	80,532	26,979	26,979
ISF: Computers/Communications	2,521	3,114	3,600	3,852	3,852	3,271	3,271
Total Operating Costs	\$ 1,071,490	\$ 706,976	\$ 858,471	\$ 861,652	\$ 825,122	\$ 843,955	\$ 843,955
Principal & Interest	\$0		\$67,365	\$60,000	\$60,000	\$60,000	\$60,000
Management Fee to Gen. Fund	75,000	75,000	75,000	75,000	75,000	75,000	75,000
TOTAL EXPENSES	\$ 1,866,120	\$ 1,571,993	\$ 1,644,179	\$ 1,637,980	\$ 1,539,906	\$ 1,598,359	\$ 1,595,834

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Sanitation Foreman	1	1	1	1	1	1	1
Automated Equipment Operator	4	4	4	6	6	6	6
Equipment Operator I	3	4	3	0	0	0	0
Heavy Equipment Operator	0	0	1	0	0	0	0
Refuse Truck Driver	4	2	3	4	4	4	4
Refuse Collector	8	7	8	2	2	2	2
FUND TOTAL	20	18	20	13	13	13	13

Stormwater Fund

The Stormwater Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operation of the City's storm drainage system. The operation includes the installation and maintenance of the system that drains and conveys storm water from the streets and right-of-ways to catch basins and other appropriate points of discharge. A flat monthly fee is charged to the City's metered customers for this service.

Services that are included in this function include the cleaning of drains, inlets, outlets, ditches, canals and culverts. Maintenance of the canals is also an integral function included in this Division, requiring routine aquatic weed control for the effective overall drainage needs of the City.

Goals and Objectives:

Goal: Complete ongoing drainage improvements.

Objective: Continue to act as the liaison to engineers and contractors for the ongoing capital construction on the City's storm drainage system.

Goal: Complete ongoing drainage improvements

Objective: Continue with a program of systematic cleaning of the storm drainage system using the JetVac truck. This includes installing plastic decals at every storm drain.

Budget Highlights or Modifications:

1. A lateral camera for the visual inspection of the piping is the \$7,000 addition in Machinery and equipment.

PUBLIC WORKS DEPARTMENT
Storm Water Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ 52,557	\$ 57,715	\$ 55,203	\$ 53,015	\$ 58,433	\$ 55,885	\$ 56,433
Part Time Year Round		340	2,006	900	900	900	900
Overtime	227	1,147	1,558	1,500	1,500	1,500	1,500
Payroll Taxes	4,023	6,037	4,413	4,170	4,501	4,459	4,459
Pension & Retirement	2,080	3,370	1,127		7,675	7,600	7,600
Health Insurance	3,824	4,908	3,781	7,042	7,434	7,434	7,434
Leased Employees	6,209	12,199	4,251	13,394	22,370	22,370	21,822
Workers' Compensation	1,859	2,294	4,323	3,704	3,700	3,700	3,700
Total Personnel Costs	\$ 70,779	\$ 88,010	\$ 76,662	\$ 83,725	\$ 106,513	\$ 103,848	\$ 103,848
OPERATING							
Professional Services & Audit Fees	47,299	16,293	35,393	27,000	29,500	29,500	29,500
Contractual Services	27,610	13,934	10,420	16,096	16,100	16,100	16,100
Contingency				40,000	30,000	30,000	30,000
Repairs & Maintenance		265	2,420	10,000	5,000	5,000	5,000
Rentals & Lease		3,941	4,235	2,500	1,000	1,000	1,000
Bank Charges			611				
Credit Card Fees	6,759	448	388	650			
Operating Supplies	7,825	11,178	8,606	7,500	7,500	7,500	7,500
Training & Education		10			1,000	1,000	1,000
Depreciation (non cash)	16,762	26,209	26,747	40,000			40,000
Bad Debt Expense	19,500		8,781				-
ISF: Liability Insurance	2,739	2,397	2,484	2,766	0	7,481	7,481
ISF: Fleet Maintenance	6,349	4,558	5,259	4,485			-
ISF Computers & Communications	1,964	2,416	2,547	2,849	0	2,419	2,419
Total Operating Costs	\$ 136,807	\$ 81,649	\$ 107,894	\$ 153,846	\$ 90,100	\$ 100,000	\$ 140,000
CAPITAL OUTLAY							
Improvements Other than Bldg							
Machinery & Equipment					7,000	7,000	7,000
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000	\$ 7,000
Management Fee to Gen. Fund	50,000	50,000					
TOTAL EXPENSES	\$ 257,586	\$ 219,659	\$ 184,556	\$ 237,571	\$ 203,613	\$ 210,848	\$ 250,848

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
Maintenance Worker I	1	1	1	1	1	1	1
Equipment Operator I	1	1	1	1	1	1	1
FUND TOTAL	2	2	2	2	2	2	2

OFFICE OF THE CITY MANAGER
Golf Course Operations Projected Expenditures
Administration

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries		\$42,292	\$12,277	\$7,951			
Part Time Year Round		36	84	-			
Overtime			68	0			
Payroll Taxes		58	795	0			
Pension & Retirement		14					
Health Insurance		198	167	200			
Workers' Compensation		23,607					
<i>Total Personnel Costs</i>	\$ -	\$ 66,205	\$ 13,391	\$ 8,151	\$ -	\$ -	\$ -
OPERATING							
Professional Services		23,789	13,536	5,387			
Contractual Services		73,699	67,602	16,537	12,000	12,000	12,000
Travel & Related Costs		540					
Communications & Freight		8,782	581	500			
Utility Services		83,705	96,236	98,000	75,000	75,000	75,000
Repairs & Maintenance		25,478	9,872	3,560			
Rentals & Leases		1,831		7,500	3,000	3,000	3,000
Printing & Binding		1,109	1,602	1,966			
Advertising & Promotions			1,479	0			
Other Miscellaneous Costs		6,453	23,258	1,000			
Office Supplies		4,039	4,403	3,641			
Operating Supplies			9,916	5,000	10,000	10,000	10,000
Dues, Memberships & Subsc.		2,188	2,122	2,000			
Training & Education				1,000			
Postage & Delivery				100			
ISF: Liability Insurance		57,886	42,802	7,599			
<i>Total Operating Costs</i>	\$ -	\$ 289,499	\$ 275,409	\$ 153,790	\$ 100,000	\$ 100,000	\$ 100,000
CAPITAL OUTLAY							
Improvements Other Than Buildings		31,674		577			
<i>Total Capital Outlay</i>	\$ -	\$ 31,674	\$ -	\$ 577	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ -	\$ 387,378	\$ 288,800	\$ 162,518	\$ 100,000	\$ 100,000	\$ 100,000

OFFICE OF THE CITY MANAGER
Golf Course Operations Projected Expenditures
Restaurant

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries		\$250,126	\$410,548	\$188,561	\$273,000	\$273,000	\$273,000
Part Time Year Round				48,000			
Overtime							
Payroll Taxes			38,234	15,569	20,885	20,885	20,885
Health Insurance		2,101	26,552	1,700	6,600	6,600	6,600
Workers' Compensation		690	31,602	5,300	11,908	11,908	11,908
Unemployment Taxes			10,597	4,645	5,594	5,594	5,594
<i>Total Personnel Costs</i>	\$ -	\$ 252,917	\$ 517,533	\$ 263,775	\$ 317,987	\$ 317,987	\$ 317,987
OPERATING							
Audit Fees				1,250			
Professional Services			35,373	6,000			
Contractual Services			6,132	3,000			
Management Fee					3,600	3,600	3,600
Commissions					55,000	55,000	55,000
Utility Services		4,240	11,421	7,560	7,560	7,560	7,560
Repairs & Maintenance		4,755	5,149				
Rentals & Lease		769	210		6,900	6,900	6,900
Printing & Binding		1,000	220				
Advertising & Promotions		1,373	29,201				
Commissions				20,559	36,000	36,000	36,000
Other Miscellaneous Costs				9,690			
Licenses & Fees		1,970	952	7,000	13,200	13,200	13,200
Operating Supplies		42,837	44,662		4,800	4,800	4,800
Cost of Sales-Food		130,454	197,470	354,563	40,000	40,000	40,000
Cost of Sales-Alcohol		39,602	84,126		176,760	176,760	176,760
Dues, Memberships & Subsc.		121			73,800	73,800	73,800
Office Supplies					3,600	3,600	3,600
Entertainment		5,609			9,100	9,100	9,100
Misc Improvements			8,575				
ISF: Liability Insurance				3,160	5,000	5,000	5,000
ISF: Fleet Maintenance							
ISF: Computers/Communications					1,200	1,200	1,200
<i>Total Operating Costs</i>	\$ -	\$ 232,730	\$ 423,491	\$ 433,965	\$ 436,520	\$ 436,520	\$ 436,520
CAPITAL OUTLAY							
Improvements Other than Bldg							
Vehicles							
Machinery & Equipment		8,551					
<i>Total Capital Outlay</i>	\$ -	\$ 8,551		\$ -	\$ -	\$ -	\$ -
Transfer from General Fund					150,000	150,000	150,000
TOTAL EXPENSES	\$ -	\$ 494,198	\$ 941,024	\$ 697,740	\$ 904,507	\$ 904,507	\$ 904,507

OFFICE OF THE CITY MANAGER
Golf Course Operations Projected Expenditures
Pro Shop

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries		\$ 173,837	\$177,161	\$ 188,175	\$ 192,375	\$ 179,000	\$ 179,000
Parttime Salaries					406	13,285	13,285
Payroll Taxes			13,494	14,764	14,461	14,710	14,710
Health Insurance		4,619	10,596	8,200	10,129	7,978	7,978
Workers' Compensation			3,564	4,300	6,133	8,001	8,001
Unemployment Taxes			4,801	4,825	4,147	3,759	3,759
<i>Total Personnel Costs</i>	\$ -	\$ 178,456	223,109	\$ 220,264	\$ 223,503	\$ 226,733	\$ 226,733
OPERATING							
Audit Fees				2,500	2,502	2,500	2,500
Professional Services						2,000	2,000
Management Fees				60,000	42,000	60,000	60,000
Travel & Related Costs						500	500
Repairs & Maintenance						500	500
Rentals & Lease		47,287	44,488	51,190	50,942	51,780	51,780
Printing & Binding		1,000		1,500	593	3,000	3,000
Advertising & Promotions			6,045	10,000	4,640	10,000	10,000
Credit Card Fees		18,556	8,328	7,000		16,800	16,800
Range			1,486			10,000	10,000
Office Supplies						1,500	1,500
Operating Supplies		12,859	9,519	117,507	90,766	15,000	15,000
Merchandise		73,445	68,855			67,000	67,000
Dues, Memberships & Subsc.				1,500	3,715	1,000	1,000
Training & Education					1,276		
Machinery & Equipment				12,920			
Depreciation/Amortization					954		
Liability Insurance				23,190	30,738	35,780	35,780
Property Taxes (Carts)						6,000	6,000
Computers/Communications						2,300	2,300
<i>Total Operating Costs</i>	\$ -	\$ 153,147	\$ 138,721	\$ 287,307	\$ 228,126	\$ 285,660	\$ 285,660
CAPITAL OUTLAY							
Machinery & Equipment					12,920		
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ 12,920		
TOTAL EXPENSES	\$ -	\$ 331,603	\$ 361,830	\$ 507,571	\$ 464,548	\$ 512,393	\$ 512,393

OFFICE OF THE CITY MANAGER
Golf Course Operations Projected Expenditures
Maintenance

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
PERSONNEL							
Salaries	\$ -	\$ 211,749	\$ 266,545	\$ 243,750	\$ 311,975	\$ 286,000	\$ 286,000
Part Time Year Round					136		
Payroll Taxes			18,723	19,125	23,594	22,650	22,650
Health Insurance		3,555	24,867	25,000	15,267	17,500	17,500
Workers' Compensation			6,150	7,500	7,302	12,784	12,784
Unemployment Taxes			5,229	6,250	5,353	4,460	4,460
<i>Total Personnel Costs</i>	\$ -	\$ 215,304	\$ 321,514	\$ 301,625	\$ 358,295	\$ 343,394	\$ 343,394
OPERATING							
Professional Services			3,443				
Contractual Services		186,809		5,150	6,000	25,000	25,000
Repairs & Maintenance		82,060	25,668	44,320	31,319	30,000	30,000
Rentals & Lease			500	69		6,900	6,900
Operating Supplies		106,694	80,730	160,576	135,219	135,000	135,000
Dues, Memberships & Subsc.			200		558		
Uniform			119		7,872	6,800	6,800
Interest			8,270		6,143		
Garden Supplies			101,225		21,689		
<i>Total Operating Costs</i>	\$ -	\$ 375,363	\$ 220,155	\$ 210,115	\$ 208,799	\$ 203,700	\$ 203,700
CAPITAL OUTLAY							
Machinery & Equipment		25084	4300	30000			
<i>Total Capital Outlay</i>	\$ -	\$ 25,084	\$ 4,300	\$ 30,000	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ -	\$ 615,751	\$ 545,969	\$ 541,740	\$ 567,094	\$ 547,094	\$ 547,094

HURRICANE FUND

OFFICE OF THE CITY MANAGER
Hurricane Fund

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
OPERATING							
Professional Services							
Contractual Services					250,000	250,000	70,000
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 70,000
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 70,000

GRANT

FUND

OFFICE OF THE CITY MANAGER
Grant Fund

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Amended	FY 2003-04 Dept Req	FY 2003-04 Adm Req	FY 2003-04 Adopted
OPERATING							
Professional Services							
Contractual Services					16,530	16,530	16,530
<i>Total Operating Costs</i>	\$ -	\$ -	\$ -	\$ -	\$ 16,530	\$ 16,530	\$ 16,530
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 16,530	\$ 16,530	\$ 16,530

DEBT SERVICE FUND

DEBT SERVICE FUNDS
\$5,000,000 General Obligation Bonds
Series 1997

The Series 1997 Bonds were issued to provide a funding mechanism to: (1) finance the costs for the acquisition of the Miami Springs Golf and Country Club facility located within the municipal limits of the City from the City of Miami, Florida; (2) fund the necessary improvements required to update, improve and enhance the facility; (3) capitalize the first round of interest on the Series 1997 bonds; and (4) provide sufficient cash and working capital to pay certain costs and expenses related to the issuance of the Series 1997 Bonds as defined in the Bond Resolution.

The overall project set forth criteria identified and authorized by the City Council. These tasks included the acquisition of the golf course facility and renovation of the club house and grounds. The renovation projects include the rehabilitation of the holes with expanded landscaping. Also, the rehabilitation includes modernizing the clubhouse and adjacent facilities. Additionally, the project defined the renovation of the parking facilities, driveways, and common areas adjacent to the course including comprehensive lighting installations and/or replacement efforts, signage, and resurfacing of all right-of-ways.

The City closed on the purchase of the properties in October 1998. The initial deposit of \$300,000 was held in escrow and in October 1997, the property was purchased for the sum of \$3,000,000 from the City of Miami, Florida. During FY 1997-98, renovation projects were fully underway including landscape improvements, sidewalk and easement installations, parking facility and sign programs and other enhancements to the course.

Additional modifications to the facility include the "swapping" of the front and back "9", expansion to the kitchen and related facilities, comprehensive renovation to the clubhouse and banquet facilities, purchase of new furniture, fixtures and equipment.

The "AAA" rating for Standard and Poor's remains in place. Formal notification was given to the City subsequent to the adoption of the budget which identified the rating. Additional notation was provided which disclosed that the underlying rating of the bonds, "A" with a stable outlook with insurance, was enhanced to: "A" with a stable outlook regardless of insurance. This improved rating was based upon the unaudited financial report which projected a material unreserved general fund balance as of 9/30/98.

Debt service costs for this issue for FY 2003/2004 include \$205,117 for interest payable in two equal installments of \$102,558 each on February 1 and August 1, 2004; \$185,000 applied to the principle and scheduled for disbursement on February 1, 2004. Revenues to fund these expenditures are provided by subordinated, voter approved ad valorem levies of 0.594 mills.

City of Miami Springs, Florida
\$5,000,000 General Obligation Bonds, Series 1997

SOURCES OF FUNDS

Series 1997 Bond Proceeds	\$ 5,000,000.00
Less: Original Issue Discount	(4,388.00)
Plus: Estimated Interest Earnings	99,457.00
<i>Total Sources of Funds</i>	<u>5,095,069.00</u>

USES OF FUNDS

Acquisition of Golf Course	\$ 3,135,000.00
Deposits to escrow fund (SLGS)	1,600,000.00
Cost of capital improvements	117,061.00
Cost of issuance	199,258.00
Underwriters discount	43,750.00
<i>Total Uses of Funds</i>	<u>5,095,069.00</u>

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

<i>Year End 9/30/xx</i>	<i>Principal</i>	<i>Interest</i>	<i>Total Debt Service Costs</i>
1998	-	\$ 224,351.88	\$ 224,351.88
1999	155,000.00	241,647.50	396,647.50
2000	160,000.00	235,267.50	395,267.50
2001	165,000.00	228,522.50	393,522.50
2002	175,000.00	221,295.00	396,295.00
2003	185,000.00	213,462.50	398,462.50
2004	190,000.00	205,117.50	395,117.50
2005	200,000.00	196,292.50	396,292.50
2006	210,000.00	186,860.00	396,860.00
2007	220,000.00	176,807.50	396,807.50
2008	230,000.00	166,175.00	396,175.00
2009	245,000.00	154,771.25	399,771.25
2010	255,000.00	142,518.75	397,518.75
2011	270,000.00	129,457.50	399,457.50
2012	285,000.00	115,511.25	400,511.25
2013	300,000.00	100,665.00	400,665.00
2014	315,000.00	84,667.50	399,667.50
2015	330,000.00	67,575.00	397,575.00
2016	350,000.00	49,555.00	399,555.00
2017	370,000.00	30,475.00	400,475.00
2018	390,000.00	10,335.00	400,335.00
Total	\$ 5,000,000.00	\$ 3,181,330.63	\$ 8,181,330.63

DEBT SERVICE FUNDS
\$11,435,000 Utilities System Revenue
Refunding and Improvement Bonds, Series 1998

The 1998 Revenue Refunding and Improvement Bonds were sold in March 1998, to provide for a series of projects. The bonds were sold to finance the cost of acquiring, constructing, renovating, installing and equipping additions and improvements to the collection and transmission facilities of the Miami Springs Waste water (sewer) system. The additions and improvements include repair and rehabilitation to the sewer lines to mitigate storm water and groundwater infiltration and inflow into the System; improve the force main manifold system such as the introduction of new force mains, modernization efforts of the pump stations and related upgrades, performance enhancement efforts to ensure the reliability of the transmission of effluent to the County along with refinancing the approximately \$7,200,000 outstanding from the Series 1994 bonds.

The system had demonstrated continued deterioration. Aged over 25 years, the system required significant and material renovation efforts to ensure the reliability and safety of the system. After months of negotiations fell through related to the potential sale or transfer of the system to other governmental agencies, the City Council directed the administration to proceed with the sale of these bonds.

Subsequent to extensive study and research with the City's external engineers, Post Buckley Schuh & Jernigan, a report was prepared identifying 99 specific locations in the system for immediate repair. These repairs were listed in order of highest need. The projected costs to repair these areas amounted to just over \$4,200,000. While these repairs will not generate "savings", they will reduce costs. Accordingly, the engineers calculated costs required to repair these problems (bringing the system to approximately 70% of acceptable levels of loss). Correspondingly, these repairs will reduce the loss and, in the same light, reflect lower fees paid to the County for disposal costs. The initial estimates reported in the PBS&J report indicate that the 99 line repairs correspond to a potential reduction of \$1,600,000 in annual, recurring expenses paid to the County for disposal costs. The budget adopted for the current fiscal year estimates that wholesale disposal costs will be \$1,850,000. This represents a reduction in cost to the City of \$1,200,000 since FY 1997.

Debt service costs for this issue for FY 2003-2004 include \$471,662 for interest payable in two equal installments of \$235,831 each on March 1 and September 1, 2004; \$350,000 applied to the principle and scheduled for disbursement on September 1, 2004. All other operating costs related to day-to-day functions including personnel, operations, non-project capital, administrative and depreciation charges of the waste water (sewer) system are identified in the Sewer Operations Enterprise Fund and fully funded by projected user fees.

City of Miami Springs, Florida
\$11,435,000 Utility System Revenue Refunding Bond, Series 1998

SOURCES OF FUNDS

Series 1998 Bond Proceeds	\$ 11,435,000.00
Less: Original Issue Discount	(146,112.00)
Plus: Estimated Interest Earnings	169,629.00
Transfer from Reserve Fund for Prior bonds	844,590.00
<i>Total Sources of Funds</i>	<u>12,303,107.00</u>

USES OF FUNDS

Deposits to escrow fund (SLGS)	\$ 7,506,914.00
Cost of capital improvements	4,370,000.00
Cost of issuance	279,825.00
Underwriters discount	146,368.00
<i>Total Uses of Funds</i>	<u>12,303,107.00</u>

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	Principal	Interest	Total Debt Service Costs
1998	-	\$ 178,895.83	\$ 178,895.83
1999	295,000.00	536,687.50	831,687.50
2000	310,000.00	525,625.00	835,625.00
2001	320,000.00	513,225.00	833,225.00
2002	335,000.00	500,265.00	835,265.00
2003	350,000.00	486,362.50	836,362.50
2004	360,000.00	471,662.50	831,662.50
2005	375,000.00	456,362.50	831,362.50
2006	395,000.00	440,050.00	835,050.00
2007	410,000.00	422,670.00	832,670.00
2008	430,000.00	404,425.00	834,425.00
2009	450,000.00	385,075.00	835,075.00
2010	470,000.00	364,825.00	834,825.00
2011	490,000.00	343,440.00	833,440.00
2012	515,000.00	320,410.00	835,410.00
2013	540,000.00	295,690.00	835,690.00
2014	565,000.00	269,500.00	834,500.00
2015	595,000.00	241,250.00	836,250.00
2016	620,000.00	211,500.00	831,500.00
2017	655,000.00	180,500.00	835,500.00
2018	685,000.00	147,750.00	832,750.00
2019	720,000.00	113,500.00	833,500.00
2020	755,000.00	77,500.00	832,500.00
2021	795,000.00	39,750.00	834,750.00
Total	\$ 11,435,000.00	\$ 7,926,920.83	\$ 19,361,920.83

APPENDIX

GLOSSARY OF FUNDS/KEY TERMS

GENERAL: To account for all financial resources except those required to be accounted for in another fund, usually this applies to funds used for normal, day-to-day operating purposes.

SPECIAL REVENUE: To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capitol projects) that are legally restricted to expenditures for specified purpose.

CAPITOL PROJECTS: To account for financial resources to be used for the acquisition or construction of major facilities (other than those financed by proprietary funds, special assessment and trust funds); usually funded through the sale of bonds or other capital financing methods.

DEBT SERVICES: To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

SPECIAL ASSESSMENT: To account for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

ENTERPRISE: A series of accounts grouped to account for operation that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Water, Sewer, Sanitation Stormwater, and Golf Course operations.

INTERNAL SERVICE: To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental units, on a cost reimbursement basis. City operations included in this category are: Telecommunications, Fleet Maintenance and Liability Insurance.

TRUST AND AGENCY: To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. These include the following funds: (a) Expendable Trust; (b) Non-expendable Trust; (c) Pension Trust; and (d) Agency.

AD VALOREM TAXES: Taxes paid on the fair market value of land, buildings, and equipment. Used to fund general operations and debt service. See also "Millage Rate".

APPROPRIATION: Money allocated by the City Commission for a specific purpose.

BOND FUNDS: Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as Capital Projects Funds). May be General Obligation or Revenue Bonds.

BUDGET: A Balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded with a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

FISCAL YEAR: The fiscal year for the City of Miami Springs begins October 1, and ends on September 30.

FUND: A group of appropriations treated as an entity to meet legal requirement of Generally Accepted Accounting Principles.

FUND BALANCE: The equity of net worth of a general or trust resulting from the residual or excise earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GOAL: The primary purpose for which a unit of government exist. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

LOCAL GOVERNMENT 1/2 CENT SALES TAX: The Value of 1/2 cent of the State sales tax, which is returned to the county collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX: A tax levy of up to six cents on each gallon of motor and special fuels sold. Which may be imposed by Miami-Dade County in accordance to State Law, and which is shared with the cities in the County, including the City of Miami Springs.

MILLAGE RATE: One mill equals \$1.00 of tax for each \$1,000.00 of property value.

OBJECTIVES: Measurable and specific accomplishments which work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET: A balance fiscal plan for providing governmental programs and services for a single fiscal year.

OPERATING EXPENDITURES: All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES: All costs associated with salaried, fringes, and other related employee benefits.

PRIOR YEAR ENCUMBRANCES: Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.

PRIVITIZATION: Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in saving to the public sector.

PROPERTY TAXES: Taxes paid on the assessed or "just" value of the land, building, business inventory or equipment.

RETAINED EARNINGS: The accumulated income earned less the cost incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUES: Income derived from taxes, fees, and charges. In a broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED BACK MILLAGE RATE: That millage rate which will provide the same property tax levy as was levied during previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING: Funds distributed by formula to local governments with few or no limits on the purposes or which the funds may be used.

POSITION CLASSIFICATION AND PAY PLAN
FISCAL YEAR 2003-2004
GENERAL & EXEMPT EMPLOYEES

POSITION	PAY GRADE	PAY RANGE	
		MINIMUM	MAXIMUM
MAINTENANCE WORKER I	8	19,199	28,468
CLERICAL ASSISTANT	9	19,717	29,237
AUTOMOTIVE SERVICE WORKER	10	20,209	29,967
EQUIPMENT OPERATOR	10	20,209	29,967
REFUSE COLLECTOR	10	20,209	29,967
TREE TRIMMER	10	20,209	29,967
UTILITY SERVICE WORKER I	10	20,209	29,967
REFUSE TRUCK DRIVER	13	21,764	32,272
HEAVY EQUIPMENT OPERATOR	14	22,308	33,083
UTILITY SERVICE WORKER II	14	22,308	33,083
ADMINISTRATIVE ASSISTANT I	15	22,865	33,909
MATERIALS MANAGEMENT CLERK	15	22,865	33,909
POLICE ADMINISTRATIVE SPECIALIST I	15	22,865	33,909
UTILITY SERVICE WORKER III	15	22,865	33,909
FINANCE CLERK I	16	23,436	34,758
FINANCE CLERK II	18	24,621	36,517
AUTOMATED EQUIPMENT OPERATOR	19	25,240	37,432
BUILDING MAINTENANCE CREW LEADER	19	25,240	37,432
POLICE DISPATCHER I	19	25,240	37,432
AUTOMOTIVE MECHANIC	20	25,871	38,367
POLICE DISPATCHER II	21	26,514	39,325
ADMINISTRATIVE ASSISTANT II	22	27,180	40,305
FINANCE CLERK III	22	27,180	40,305
PARKS MAINTENANCE FOREMAN	22	27,180	40,305
SANITATION FOREMAN	22	27,180	40,305
ADMINISTRATIVE ASSISTANT III	24	28,556	42,346
AUTOMOTIVE MECHANIC FOREMAN	24	28,556	42,346
DEPUTY CITY CLERK	24	28,556	42,346
HUMAN RESOURCES SPECIALIST	24	28,556	42,346
POLICE ADMINISTRATIVE SPECIALIST II	24	28,556	42,346
WATER & SEWER FOREMAN	24	28,556	42,346
CODE ENFORCEMENT OFFICER	25	29,267	43,406
POLICE SENIOR ADMINISTRATIVE SPECIALIST	25	29,267	43,406
CODE ENFORCEMENT/OCCUPATIONAL LICENSE SPECIALIST	26	29,998	44,491
POLICE COMMUNICATIONS SUPERVISOR	26	29,998	44,491
MASTER ELECTRICIAN	28	31,521	46,740
OPERATIONS SUPERVISOR	28	31,521	46,740
RECREATION PROGRAMS COORDINATOR	28	31,521	46,740
RECREATION SPECIALIST	28	31,521	46,740
TURF SPECIALIST	28	31,521	46,740
EXECUTIVE SECRETARY	29	31,402	47,103
* ASSISTANT PARKS & RECREATION DIRECTOR	33	35,664	52,885
* SOCIAL SERVICES DIRECTOR	33	35,664	52,885
* STAFF ACCOUNTANT	33	35,664	52,885
* HUMAN RESOURCES DIRECTOR	37	39,363	58,376
* SYSTEMS MANAGER	37	39,363	58,376
* ASSISTANT FINANCE DIRECTOR	40	42,389	62,865
* BUILDING OFFICIAL	40	42,389	62,865
* PARKS & RECREATION DIRECTOR	40	42,389	62,865
* CITY PLANNER	44	46,789	69,390
* POLICE LIEUTENANT	44P	50,498	73,418
* POLICE CAPTAIN	46P	53,053	77,138
* ASSISTANT CITY MANAGER	48	51,647	76,591
* FINANCE DIRECTOR	48	51,647	76,591
* ASSISTANT PUBLIC SERVICES DIRECTOR	49	61,200	81,600
* PUBLIC SERVICES DIRECTOR	50	63,728	95,591
* CHIEF OF POLICE	50P	58,557	85,145
* ASSISTANT CITY MANAGER/BUILDING OFFICIAL	50C	63,728	95,591